



**EMOTIONAL INTELLIGENCE, ORGANISATIONAL COMMITMENT AND JOB
SATISFACTION AMONG NGO WORKERS**



**Dissertation Submitted as a partial fulfilment for the Degree of
Masters in Arts
Counselling Psychology**

Submitted By:

Dakshita Sabharwal

A1503318012

Supervisor:

Dr. Roopali Sharma MACP4

Professor

AMITY INSTITUTE OF PSYCHOLOGY AND ALLIED SCIENCES

Amity University Uttar Pradesh, Noida

2018-2020

CERTIFICATE

**AMITY INSTITUTE OF PSYCHOLOGY AND ALLIED SCIENCES AMITY
UNIVERSITY, UTTAR PRADESH**

This is to certify that Ms. Dakshita Sabharwal is a bonafide student of Masters in Counselling Psychology (A1503318012, 2018-20 Batch) of Amity Institute of Psychology and Allied Sciences (AIPS), AUUP. The present dissertation is submitted as partial fulfilment of the requirement for the degree of Masters in Counselling Psychology (MACP). This dissertation under my guidance entitled “*Emotional intelligence, Organisational commitment and Job satisfaction among NGO workers*” is an original piece of research work and no part of this dissertation has been submitted for any other degree of any other University to the best of our knowledge.

DATE:

(SUPERVISOR)

(HOI)

DECLARATION

AMITY INSTITUTE OF PSYCHOLOGY AND ALLIED SCIENCES AMITY

UNIVERSITY UTTAR PRADESH

I, Dakshita Sabharwal (Enrolment no.: A1503318012) student of Masters in Counselling Psychology (MACP), 2018-2020 Amity Institute of Psychology and Allied Sciences, Amity University, Noida has completed the dissertation entitled “*Emotional intelligence, Organisational commitment and Job satisfaction among NGO workers*” which embodies my original work, and is submitted towards the partial fulfilment of the requirement of the degree.

Student Name: Dakshita Sabharwal

Program: Masters in Counselling Psychology

Batch: 2018-2020

Enrolment no.: A1503318012

AIPS, AUUP, Noida Date:

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DAKSHITA SABHARWAL

MA. COUNSELLING PSYCHOLOGY

2018-2020, AIPS,

AMITY UNIVERSITY, NOIDA

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ABSTRACT

Salovey and Mayer (1990) defined emotional intelligence as the ability to monitor one's own and others feelings along with the ability to discriminate among them, and use relevant information to direct one's own thinking and action. While, Allen and Meyer (1996) defined organisational commitment as a psychological link between an employee and their organisation such that it makes the employee less susceptible to leave the organisation of one's own accord or volition. Finally, Davis (1977) defined job satisfaction in terms of the favourability or unfavorability with which employees view their work. The study aimed to explore the relationship between emotional intelligence, organisational commitment and job satisfaction for a population of NGO workers residing in India. The objectives were a) to measure the relationship between Emotional Intelligence and Organisational Commitment among NGO workers (Females & Males) b) to find out the relationship between Emotional Intelligence and Job Satisfaction among NGO workers (Females & Males) c) to assess the relationship between Job Satisfaction and Organisational Commitment among NGO workers (Females & Males) d) to study the difference on the level of Emotional Intelligence, Organisational commitment and Job satisfaction among female and male NGO Workers. The sample included female and male NGO workers aged 22-55 years. Data was collected from 120 NGO workers. Results revealed the existence of positive significant relationships among the three variables for the entire population. In addition, there were no significant gender differences vis-à-vis the performance on the three aforementioned variables. Finally, there were no significant relationships between the three variables for female NGO workers, while significant positive relationships seemed to exist for male NGO workers.

Key words: *NGOs, NGO Workers, Emotional Intelligence, Organisational Commitment, Job Satisfaction*

Chapter 1

Introduction

NGOs in India over the years have created a niche for themselves and marked their entry as the strong third force. Their presence has reigned supreme and it's safe to say that this trend is likely to prevail. Since the significance of NGOs in India is now rather accepted, it is imperative to truly understand the essence an NGO carries with itself.

1.1 What is an NGO?

According to NITI Aayog, Non-Governmental Organizations (NGOs) or Voluntary organizations (VOs) are those that entail public service as their primary agenda encompassing social, scientific, technological, economic, cultural, spiritual, ethical, philanthropic, religious and political considerations.

These institutionalised organisations mark themselves as private thereby separating themselves from the government. Self-governing by nature, they are inherently non-profit distributing which translates to the fact that the profit earned is by no means returned to the director or the owner. The major aim that sets it apart from other kinds of organisations is that it actively work towards the development of the community that eventually adds up to the economic growth of the nation (Abrokwah & Ge, 2017a; Boyce, 2015). In addition, these entities may be either registered or even informal groups that have well defined aims and objectives to accomplish certain goals. NGOs also maintain their distance from politics, thereby being non-political entities. An additional defining feature is their reliance on donations and grants from donors or the state to meet their requirements. In India, under section 25 of the Companies Act (1956), NGOs may be registered as societies, trusts or as private limited non-profit companies.

1.2 Purpose of an NGO

The contribution of an NGO is primarily inclined towards that of human well-being (Singh, 2016). They accomplish these goals by acting as a bridge between the government and the citizens of the nation and strive towards combatting a diverse range of issues plaguing society. These efforts thus target women and child empowerment and security; skill development and vocational training; nutrition, healthcare and sanitation, care and rehabilitation of disabled, efforts aimed at alternative and inclusive education, environmental issues, elderly care, child and women trafficking and child rights and juvenile justice (Mangala, 2017). Additionally, according to the researcher, their work is centred around generating awareness, sensitivity, reorganising and mobilising resources at the community and various other levels with a special focus on disadvantaged, deprived, marginalised groups of children, youth and adults. As a result, these individuals can henceforth begin living a fulfilling life that thrives on their well-being.

Moreover, these organisations help inspire citizens to live outside of their safeguarded bubble and be actively involved with the reality of life by being aware of the decisions that affect them and to take charge and be proactive towards the changes happening around them. NGOs also appear as a viable option when compared to the provisions and work undertaken by the government and other centralised state agencies.

1.3 NGOs in India

It's important to note that the value accorded to NGOs especially in India is increasing and a primary reason is because of the dramatic rise in their number.

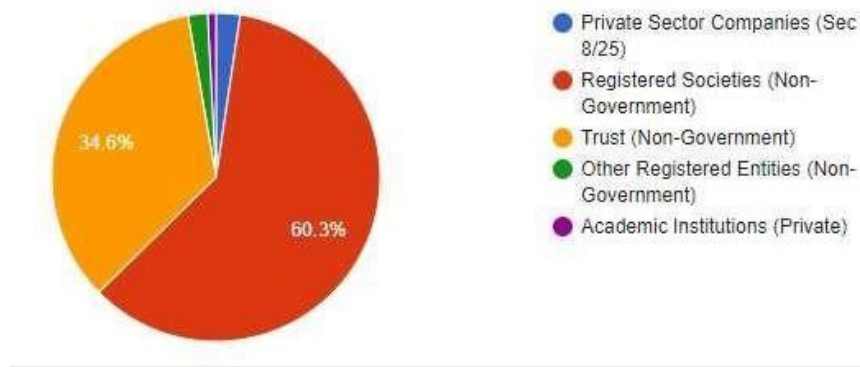


Figure 1.1

Summary of the type of NGOs in India

Since 2015, NITI Aayog has taken over the charge for maintaining an electronic database of NGOs and Voluntary organisations (Vos) through the *NGO Darpan Portal* in India. This safe space serves as an intermediary for these organisations and establishing a relationship with government bodies, ministries and other departments. It claims to offer efficiency, accountability and transparency with regard to this sector. According to Darpan portal, there are 90,057 NGOs presently as of 2020 that have signed up on this portal.

Data obtained from this portal mentions that 54,293 (60.3%) organisations in India are Non-governmental registered societies followed by Non-governmental trusts which are roughly about 31,201 (34.6%).

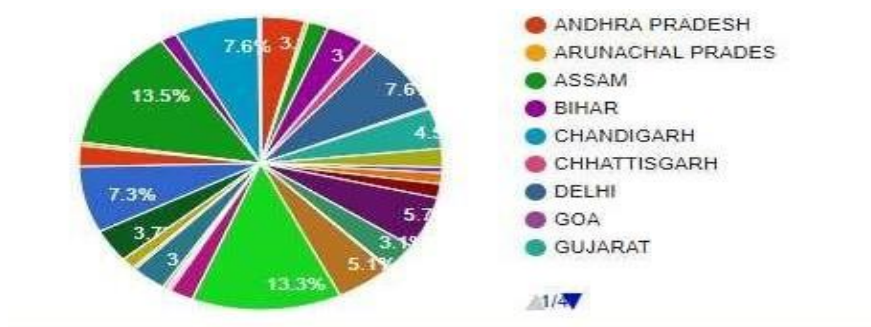


Figure 1.2

Summary of the state-wise distribution of NGOs in India

With regard to the state wise summary, Uttar Pradesh seems to have the highest number of NGOs, i.e. 12,132 followed by Maharashtra with 12,001. The least number of NGOs seem to be located in Mizoram i.e. 173.

Considering the growing population of the nation and its increasing demands, NGOs are playing a pivotal role in addressing the concerns and needs of the citizens that often go unnoticed or are out of reach of the provisions of the Government. This is how NGOs have marked their niche by beginning small, yet creating a considerable impact in areas that demand attention, for instance by working for issues like girl child education, health and hygiene, women empowerment and so on.

The preceding years witnessed the reigns of governance primarily in the hands of social activists. However, this responsibility is now shared by multiple individuals who are employed in NGOs in a number of differing capacities (Fowler, 1996). A multidisciplinary team seems to be curated in order to meet the changing demands with time. Hence, there is a growing need to recruit and retain employees who will eventually contribute towards the betterment of the NGO and their work will translate into stepping stones for change and productivity. Ekwoaba, Ikeije and Ufoma (2015) have confirmed that the true spirit of an NGO ultimately banks upon the individuals who are whole heartedly involved and engaged in its functioning.

The employment opportunities for those wishing to associate with NGOs has been steadily expanding. As mentioned before, the capacity in which these individuals enter the field has become rather specialised thereby creating a demand for increased involvement of individuals. This also makes one fact rather clear, that these spaces are likely to be more emotionally charged, demanding and perhaps even draining for those involved (Stanley & Mettilda, 2016). Giving due credit to the external factors and the situations that directly and indirectly impact the workplace, it is essential that employees are adequately adept with making use of “emotional intelligence” at their disposal.

The term Emotional intelligence has been in vogue recently across areas of specialisation and its importance cannot be undermined especially in the arena of social work.

1.4 What is Emotional Intelligence?

Daniel Goleman, a pioneer in the field (1996) defined emotional intelligence as “the ability to motivate oneself and persevere when confronted with frustrations. It involves being able to adequately manage impulses while delaying gratification”. Also, being in control of regulating one’s own mood and keeping distress at bay thereby preventing it from adversely impacting one’s ability to rationally think, practice empathy and experience hope.

Following are the characteristics and abilities that are viewed under emotional intelligence (Goleman, 1995).

Self-awareness translates into the ability to know and recognise one’s own feelings as they occur and being able to differentiate between them which is termed as emotional literacy. It also includes the ability to be able to empathise, motivate, validate, encourage others.

Mood management means being able to handle one’s own feelings and emotions in accordance to the current scenario alongside reacting to them in an apt manner.

Gathering up of one’s own feelings and directing oneself towards the achievement of a goal despite the obstacles, self-doubt and impulsiveness along the way is called **self-motivation**.

Managing relationships focuses on handling relationships and interactions with others and managing conflicts, negotiations and resolution adequately.

On the other hand, Salovey and Mayer (1990) suggested emotional intelligence to be the ability to monitor the feelings of oneself and those of others along with the ability to discriminate among them, and use relevant information to direct one’s own thinking and action.

1.5 Emotional intelligence in Social Work

It is important to acknowledge the relevance of emotional intelligence in the arena for social work for these learnings come handy while interacting with other colleagues who are interwoven in the circuit, without whom smooth functioning and achievement of goals will not be possible. These are also the people on whom the social workers are heavily dependent upon in order to carry on and blossom (Morrison, 2006). The realm of social work is heavily contingent upon accepting and valuing relationship-based theories, yet the inclusion of this perspective is the need of the hour in order to benefit those engaged in the field and enhance the expected outcomes alongside.

To begin with, it is rather necessary to contextualise the space in which social workers or those employed in NGOs work. Social or NGO workers are more or less placed in spaces that can be emotionally triggering, draining, or may involve confrontation with emotionally charged situations on a regular basis that is likely to sap the energy of those involved. This may include working in high tensions spaces like that of trauma, abuse, domestic violence and other disturbing and difficult spaces to work in (Stanley & Mettilda, 2016). Thus, in order to be able to adequately deal with these and secure one's own mental health and those of others who are dependent upon these social workers, it is essential that adequate understanding of emotional intelligence is focused upon.

The Department for Education and Skills (2004) suggested that the core knowledge and skills required for the children's taskforce are a number of important competencies that have a strong foundation in the intra and inter-personal skills which are the ability to listen and build empathy; bearing the impact of the effects that nonverbal communication can have; self-awareness vis-a-vis working with children that in turn is likely to emotionally impact the person and subsequently how to seek help for one's own self.

Additionally, Morrison (2006) mentioned that the ability to have an insight about the emotions one experiences and to be able to appraise them adequately is an important task for those engaged in any sort of social work be it on the field or administrative or managerial work as well. For instance, managers must be adept with delving into self-awareness and critical reflection (Training Organisation for Personal Social Services, 2004).

Empathy is one of the salient components of emotional intelligence and is deemed to be a power packed resource that social workers must make use of in their practice or daily dealings with their clients (Gerdes & Segal, 2011). Empathy can be viewed as the ability to discern, understand, experience and acknowledge the ideas and emotional state of others. (Barker, 2003). Empathy has also been referred to as 'vicarious introspection' by Kohut (1959) which translates to the fact that a practitioner or social worker is able to enter the world of a client while concurrently introspecting about the feelings that subsequently arise as a result (Stanley & Sethuramalingam, 2015). Rogers (1957) has mentioned how empathy is the ability to sense a client's private world as if it were one's own without of course not having to lose the 'as if' quality of the experience. Utilising empathy at one's disposal adequately seems to be beneficial for both the practitioner as well as the client, alongside aiding the helping process by moving ahead and creating a provision for compassionate services that are person centred in nature.

1.6 Benefits of Emotional Intelligence

Schutte and Malouff (2013) stated that there are several benefits of emotional intelligence that can be blended with a range of positive intrapersonal outcomes. These include the fostering of enhanced interpersonal relationships (Lopes et al., 2004; Lopes, Salovey, & Straus, 2003), thereby experiencing higher levels of relationship satisfaction (Lopes et al., 2003; Malouff, Schutte, & Thorsteinsson, 2014), better cooperative behaviour (Schutte et al.,

2001), an improvement in professional judgement and decision making skills and enhanced negotiation skills (George, 2000).

Moreover, those with higher levels of emotional intelligence are likely to view the surroundings associated with their work as supportive and even experience a greater sense of control with regard to their work (Houghton et al., 2012). Evidence also suggests that high emotional intelligence coupled with a stronger sense of control are likely to contribute to a sense of better mental health (Johnson, Batey & Holdsworth, 2009). When concerned with the population under study, it is rather important to acknowledge the role that emotional intelligence plays in the space for those engaged with social work.

Research suggests that in order to ensure optimal level of psychological functioning and professional judgement among social workers, they need to acquaint themselves with skills related to the management, regulation and adequate expression of emotions, for emotional intelligence seems to lay the foundation for reflective social work practice (Ingram, 2013; Morrison, 2007).

Trevithick (2003) revealed that the relationship based practice features in a number of social work activities like assessment; providing care and assistance to those who find it difficult to relate with others or their own selves; provisions for advocacy and mediation for those experiencing discrimination; aiding during a transition or crisis; and helping generate strong groundwork in capacity building.

Research has also revealed the benefits of having high emotional intelligence that reflects positively for the employee in the workplace. As suggested by Wong and Law (2002), employees who are able to manage and subsequently control their emotions rather easily seem to possess meaningful relationships with their colleagues, thereby spilling into satisfaction with regard to their job as a whole and positively influencing their performance at work.

In addition, those with high emotional intelligence are likely to display higher levels of emotional connectedness vis-a-vis the organisation. Such employees are likely to be more content, function better at workplace, thereby translating into greater success (Gardner & Stough, 2002; Miller, 1999). Not only are they able to benefit themselves, but assist their colleagues and co-workers by motivating them, interspersing faith and aiding them with interpersonal relationships (George, 2000). Evidence also suggests that those with high emotional intelligence experience more occupational success, lessening chances of job insecurity, translating into greater affectivity, and buffering of susceptibility to stressful events and reliance on improved coping strategies (Baron & Parker, 2000).

Kumari and Priya (2017) have reported a high correlation between emotional intelligence and organizational commitment, which translates to the fact that there is a probability of increasing one's organisational commitment by working through their emotional intelligence.

While job satisfaction has previously hogged the limelight, recently the global term of 'organisational commitment' has taken over to understand and predict organisational behaviour. Let us now turn our focus to organisational commitment and gloss over its relevance.

To begin with, research suggests that employees who are highly committed towards their organisation reflect greater enthusiasm and readiness to pursue the job that is necessary for the organisation to thrive and flourish (Greenberg & Baron, 2003).

1.7 What is Organisational Commitment?

Allen and Meyer (1996) stated that organisational commitment can be viewed as "a psychological link that exists between an employee and their organisation such that it makes the employee less susceptible to leave the organisation of one's own accord or volition." They

identified three dimensions of commitment namely affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1984).

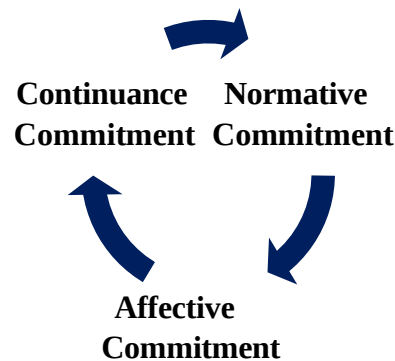


Figure 1.3

Types of organisational commitment (Allen & Meyer, 1984)

1.8 Types of Organisational Commitment

Moral or affective commitment includes emotional involvement with the organization which translates into personal responsibility towards the organization and its success and improvement. This manifests as high levels of performance, positive work attitudes, and a desire to remain with the organization.

Continuance or calculative commitment is contingent on the external benefits provided by an organisation which include the pay, salary, etc which will be stopped if the employee decides to leave. Employees tend to put forth their best when their efforts are adequately compensated. The primary idea is that it will be costly to leave their organisation.

Normative commitment occurs when individuals continue with an organization due to the social norms or expected standards of behaviour along with formality, value obedience and cautiousness. There exists a feeling of obligation here because of pressure that stems from others and an unwillingness to disappoint them.

An additional type of commitment called alienative commitment was put forth by Zangaro (2001) which occurs in a situation when individuals feel that they have little or no control or impact and consequently desire to leave their job. These employees thus, show low levels of performance perhaps because of a lack of bond and distance experienced by them vis-à-vis their organisation.

The definition put forth by Porter and his colleagues (Mowday, Steers, & Porter, 1979; Porter, Steers, Mowday, & Boulian, 1974) outlines the following important aspects about the construct of organisational commitment- reliance, faith and embracing of one's organisation's goals, a want to continue and maintain organisational membership and a willingness to apply concerned effort vis-à-vis the organisation.

On the other hand, Mathieu and Zajac (1990) have defined organisational commitment as the attachment with one's organisation that manifests itself as an effective relation with the organisation, positive response towards working conditions and a strong belief towards the organisation goals (Scholarios & Marks, 2004).

1.9 Relationship with other variables

It has been stated that when an organisation appreciates commitment, and the employees are thereby encouraged and given positive response for the same, it translates into motivation and to continue working for a particular organisation (Meyer and Allen, 1991).

Research suggests that certain factors seem to enhance the level of organisational commitment such as a system of selection that is contingent on merit, appraisals that are carried out in a fair manner, job advancement, provision for supervision that is supportive and friendly, an effective system of reward management, high level of autonomy to the employees, work that is inherently interesting and challenging and an investment in training and development. On the contrary the factors that seem to inhibit organisational commitment include ambiguity

with regard to one's role, tension on the job, opportunity for alternative employment, unfair means of performance appraisals and punishment inflicted by one's supervisors. Thus, interventions need to be designed in such a manner that they aim to foster the factors that lead to commitment and remove the factors that inhibit commitment (Gbadamosi, 1995).

Other factors that help in improving the level of commitment are empowerment of the employees (Jaffe, Scott & Tobe, 1994); improving affective and normative commitment (Chaudhuri, 2001), optimism, goal setting and employee engagement (Swarnalatha & Prasanna 2012); communication, feedback and job instructions (Raina et al., 2014); gain-sharing plans that are incentive plans that provide employees with bonuses in accordance to the company's profitability along with the recruitment and selection of new employees whose values closely coincide with those of the organization.

Organisational commitment is deemed essential for the growth and development of an organisation, and subsequently the growth of the national income as a whole. What is more is that, organisational commitment from the point of view of the staff is likely to aid the improvement of the service delivery systems, which subsequently improves the quality of life of the disadvantaged and underprivileged communities in society (Sekhar & Anjaiah, 2002).

Further, Al Arkoubi et al. (2007) have reported a significant negative relationship between organizational commitment and turnover intention. Additionally, when an employee's level of commitment is rather high, they are likely to be more involved with the organisation with regard to the fulfilment and achievement of goals for it fosters motivation and development in the organization (Joiner et al., 2004; Near, 1989).

Employees are likely to feel disheartened and discouraged and may be more likely to even leave the organisation when commitment with regard to an organisation is low and they feel that they have no special interest with an organisation's goals (Rashid, Bajwa & Batool, 2016).

1.10 Organisational commitment in Social Work

Commitment in social work is of utmost importance considering its relatedness with constructs like work performance, job retention, values, a want to 'make a difference' and job turnover, stress and work-life balance conflicts (Landsman 2001; Westbrook, Ellis & Ellett 2006; Weaver et al. 2007; Clements, Kinman, and Guppy 2013). Research supports the fact that committed social workers are likely to make sure that good professional service is provided to their clients and recipients as well as their organisations (Freund 2005; Giffords 2009).

What is more is that commitment is considered to be of utmost importance in association with the attributes of resilience and hardiness, for they have significant relevance in terms of professional integrity in social work (Meyer and Herscovitch 2001; Maddi 2002; Banks 2010). This in turn involves a considerable degree of engagement with oneself that is deep rooted, active and tenacious with regard to what one is doing, along with viewing the activity as imbued with purpose, meaning and interest (Thompson 1992).

Individuals vary in their level of commitment with regard to their work. However, social work that primarily stems from one's commitment and conviction raises the question of tracing its roots. Gilligan (2007) and Furness (2007) have highlighted some of the likely reasons for commitment as displayed by social workers. These include difficulties, problems, issues or even strengths, advantages and positives in one's own work-related experiences, friendships, family setting, religious underpinnings a need to witness change in society, career prospect and an interest in helping, aiding and supporting other people.

It can be noted that professional integrity lays considerable emphasis on personal commitment as an important professional value and standard that is expected to be maintained and reflected (Banks 2010). This means a level of commitment is expected from the social worker's side that is ingrained during the early phase of socialisation into the profession (Kats,

Sharlin & Nehmani 1986). This essential ingredient is crucial in social work and can be understood by a want to care for and about others coupled with a desire to help them (Landsman 2001; Westbrook, Ellis & Ellett 2006; Ellett 2009; Westbrook, Ellett & Asberg 2012).

1.11 Job Satisfaction

The ultimate derivation individuals wish to seek from their occupation is the fulfilment and contentment it imbues them with. Job satisfaction is thus an essential component for which we're often on a lookout for.

Locke (1976) in his definition of job satisfaction has clearly emphasised on the “affective nature of the construct and described it as a positive emotional state that is experienced as pleasurable and is derived from the assessment and evaluation of one's job.”

On the other hand, Davis (1977) has focused on a rather simple definition of job satisfaction and has spelt it out in terms of the favourability or unfavorability with which employees view their work. Job satisfaction has often been seen as the progress being made in an organisation to contribute to the building of a better human climate.

It is important to acknowledge that social work is a challenging and taxing profession by nature. Thus, it seems all the more important to view the construct of job satisfaction in special light when confronted with issues such as burnout (Lloyd, King & Chenoweth, 2002); absenteeism (Teasley, 2004); turnover (Bader, 2003) that need to be combatted and subsequently aid in improving retention as well as the improved quality with regard to the services rendered to clients (Cole, Panchanadeswaran & Daining, 2004).

1.12 Two Factor Theory

An important theory that takes into account job satisfaction is the Two-factor theory by Herzberg (1959) which states that motivation and satisfaction of employees is contingent on two factors namely motivators and hygiene. Additionally, there are some factors that result in job satisfaction while others in dissatisfaction. However, the absence of satisfaction should not be equated to dissatisfaction, but rather viewed as no satisfaction (Herzberg, 2003).

Motivators include the factors related to the job that aid people to want to perform, thereby leaving them with feeling of satisfaction. Other factors such as the policies of the organisation, the conditions prevailing at the workplace or interpersonal matters are called hygiene factors (Hackman & Oldham, 1976). Motivators are related to the content of the job while dissatisfiers or hygiene pertain to the environment and nature of the work.

Following are some of the strong antecedents of job satisfaction (Weir, 1976; Syptak, Marsland & Ulmer, 1999) that motivate employees for superior performance-

Work itself: This can begin with the realisation that the work one is engaging in is inherently meaningful and important. This can be furthered by efforts that remind them that their work is critical and contributing to the achievement of bigger goals. Another way of fast tracking this process is by removing all the futile and irrelevant tasks to ensure efficiency.

Achievement: The first step is the placement of employees into positions that makes use of their talent and acumen. Further, provisions for regular, constructive and timely feedback is essential. This needs to be coupled with clear, concrete, realistic goals that are communicated openly to the employees.

Responsibility: Involves being accountable for one's actions. This can be achieved by giving more authority to employees, giving more freedom and power to make decisions, engaging them in work that is increasingly challenging and inherently meaningful.

Recognition: Refers to acknowledging an employee for work done by them. This should be done immediately after the task is performed. An employee can be recognised through public appreciation by handing over a note of appreciation, creating a formalised system of employee of the month/ year.

Opportunities for promotion or advancement: Involves evaluating employees so as to provide them with opportunities for future advancement in their field. If the situation permits, they can be mentored to hone their skills thereby becoming assets to the organisation as well as focusing on self- development.

The following maintenance factors or dissatisfiers are provided in order to reduce and avoid dissatisfaction of the employees and lower their chances of leaving the organisation-

Working conditions: The general working conditions that prevail in any organisation are likely to impact the employees in numerous ways. These include provisions for facilities, furniture, ventilation, security, equipment and so on. This is likely to impact the level of pride they associate themselves and their work with, that in turn affects their productivity and affiliation to the organisation as well.

Policies, administration and procedures of the organisation: When the policies, procedures and administration of an organisation are vague, it can result in considerable frustration for its employees. While having accurate well-planned policies may not directly translate into satisfaction for employees, but they are likely to decrease the level of dissatisfaction by getting rid of policies are unfair, biased, discriminating or inapplicable to all. In addition, these policies need to undergo revision from time to time and be implemented through the discretion and input of everyone who is likely to be impacted.

Interpersonal relationships: Interacting with those at the workplace like one's subordinates, colleagues, managers, seniors, helps reduce chances of job dissatisfaction. Thus,

adequate opportunity should be present for socialising. This reduces chances of engaging in rude, difficult or offence behaviour.

Security: Job security stems from the lack of worry of being bullied, discriminated, harassed, layoffs and so on in the workplace. Lack of job security is likely to stunt an employee's opportunities and need for future growth.

Pay: Salary is an essential and if not viewed as the only motivator to work, it is an important factor. When one feels that they are not adequately paid, it may lead to lowered pace of performance or make them unhappy. Thus, it is advisable that employees be given clarity about their pay, salary, compensation and other benefits in order to avoid dissatisfaction.

Supervision: Often considered a tricky role to take up, it involves keeping an eye on the employees that may be general or technical in nature. It is important that a trained individual takes up this role who demonstrates good leadership skills and provides constructive, critical and positive feedback to the employees. In addition, the ways of appraising the employees should be clearly mentioned.

Status: Refers to an individual's social ranking that manifests itself through an individual's position and characteristics. Status should not become a measure to determine one's motivation. Dissatisfaction can be reduced by emphasising from time to time on both verbal and non-verbal forms of communication to interact with employees to ensure that the information shared is accurate. Also, status should not be used as a weapon to exert influence on others.

1.13 Job satisfaction of social workers

Barber (1986) has mentioned the likely repercussions when the factors contributing to job satisfaction are not duly incorporated by the organisation. These include the amplification of turnover and absenteeism among the workers. This is likely to manifest in terms of leading

to an increase in administrative costs, reduced productivity and workplace disruption. Several researches have outlined the likely benefits of job satisfaction. Spector (1994) for instance has mentioned how satisfied employees are likely to be having lower turnover intention, reduce sick leave and turnover intentions.

1.14 Enhancing Job Satisfaction among Social Workers

Fisher (2009) shared that social work leaders must take considerate effort to acknowledge, recognise and understand the differing motivators for their staff. This process of identification for each staff member is then likely to create an environment that fosters job satisfaction among the social workers.

Factors that seem to enhance and aid in increasing the level of job satisfaction of social workers include provisions of social support from colleagues and others, adequate working conditions, salary, provisions for promotion, job autonomy, perceived efficacy and quality of supervision (Cole, Panchanadeswaran, & Daining 2004).

Elpers and Westhuis (2008) mentioned clarity with regard to one's job profile, salary and other benefits, provisions for promotion, empowering and supportive work conditions, recognition, availability of required resources to provide better results to the clients and participative decision making as essential factors resulting in improved job satisfaction.

The factors suggested by Barber (1986) as contributing to job satisfaction among human service workers are quite similar to the one's put forth by Elpers and Westhuis, (2008). The predicaments of job satisfaction include the work itself, relationship with supervisor and co-workers, recognition of the worker's accomplishments and praise extended for the contribution of one's efforts and work, job security, salary, provisions for promotion and a sense of achievement.

Siefert et al. (1991) assessed family service workers, family preservation workers, health care social workers, community mental health and child welfare workers and revealed that perceived efficacy shared a direct correlation with higher levels of job satisfaction.

Research by Davis-Sacks et al. (1985) revealed that supportive supervision was associated with an increase in level of job satisfaction for a sample of child welfare workers. The key reason being that when provisions for supportive supervision are present, it helps the social workers improve their practice, alongside provides them a chance to understand the strengths they possess with regard to their practice. The delineating of these strengths is one significant factor that subsequently contributes to their job satisfaction.

Research by Jaskyte (2004) mentioned how lack of attention is paid to an employee's opinions and views which is a likely contributor to reduced job satisfaction by the employees. Further, a method has been seen to directly impact the level of job satisfaction of social workers which is the 360-degree feedback model. This model is viewed as having the ability to fuse the values upheld by the realm of social work with the general business acumen (Richardson 2010). It has been suggested that this method of feedback helps to provide feedback from a number of avenues like front line social workers which in turn provides the leaders with an insight of their leadership and its impact along with influencing the satisfaction of the employees as well (Richardson, 2010).

Utilising the 360-degree feedback mechanism adequately helps to generate a feeling of more engagement, reducing absenteeism and subsequently enhancing the performance and productivity of employees. This also translates into improvement with regard to the provision of services to the clients.

Richardson (2010) has spelled out the implementation of this model and has shared that the necessary training must to be given to the leaders as well as the staff members so that the feedback generated is honest, constructive and respectful in nature. Thus, the relevance of this

tool can be highlighted primarily from the fact that it aids in improving the job satisfaction of the social workers.

For instance, the staff can be asked to share their thoughts, views on a proposed policy change so that different perspectives can be understood and subsequently be borne in mind while taking the necessary decisions that seem to be impacting the organisation and everyone who is a part of it.

Taking forth the idea of policy formation, Barber (1986) mentioned that including social workers in the process will empower those involved and consequently improve the chances for job satisfaction. In addition, this task should not be restricted to the leaders alone but dispersed to all others who are involved. This is likely to have a two-fold impact, first it will ensure that the workers are heard alongside balancing the case load. This in turn is likely to positively influence the level of job satisfaction.

Research has highlighted the link between leadership and job satisfaction as experienced by social workers (Farmer, 2011). Fisher (2009) has mentioned that in the social work arena, leaders heavily depend on their personal experience and wisdom to lead their staff and they have become habitual to this ritual. However, it has been suggested that those leaders who play bearing in mind any leadership theory are looked upon by others and perceived as more successful.

Job enlargement and enrichment are two management criteria that can be taken under consideration to improve job satisfaction of social workers which are viewed under Herzberg's motivation-hygiene theory. As the name suggests, job enlargement is contingent on the idea of diversification with regard to one's work. Allowing space for diversity in a social worker's tasks will help to make it less mundane and routine, thereby making the workers more responsible towards their work, a factor that is proven to increase the level of satisfaction among social workers. For instance, a social worker may begin with case intake and then move

onto becoming a part of the team involved in investigation. On the other hand, job enrichment would focus on allowing the worker to be involved with a particular case from the beginning to the end rather than involving division of the work for the case.

To conclude, the three variables under study i.e. emotional intelligence, job satisfaction and organisational commitment are related to one another. Sy et al. (2006) reported a positive relationship between job satisfaction and emotional intelligence stating that employees with a high level of emotional intelligence are likely to be better at assessing, evaluating and managing their own feelings and those of others at the workplace which is likely to positively impact their job satisfaction.

Moreover, job satisfaction seems to have positive relationship with outcomes like performance and organisational commitment and reducing absenteeism and turnover (Mowday, Porter and Steers, 1982; Mathieu and Zajac, 1990). Luthans et.al (1992) further added that commitment seems to relate with other advantageous outcomes like a supportive organisational climate and improved performance.

Finally, the fact that the success of an organization in general as well and for service organisations is contingent on the staff's organizational commitment must be recognised (Beukhof et al., 1998; Hill et al., 1996).

1.15 Rationale

The last couple of years have witnessed the boom of the third force to such an extent that NGOs seem to have paved their way and feature into almost every conversation. It's no longer that mysterious object of conversation that people are unaware about. This trend has served another purpose, it has instilled in the youth a conviction to contribute to society and not just in arbitrary terms but in insurmountable ways in order to serve as harbingers of change. This fact translates into increased involvement of the youth into professions embedded in the

social sector. It is essential at this point to note the fact that work that has to do with the social sector and particularly NGOs requires high levels of compassion, emotional understanding and of course commitment. This is where emotional intelligence makes its way into the conversation. The time and age that we are a part of has acknowledged the unprecedented growth of emotional intelligence. Ever since then emotional intelligence has been in vogue and continued to enrapture us with this multifaceted approach. Thus, one of the major aims of this research is to assess and understand the level of emotional intelligence of the individuals involved within this field barring their area of specialisation.

Current trends also suggest how the rates of turnover, absenteeism and tardiness are high for employees in perhaps almost all spheres. This is where the other two essential variables of organisational commitment and satisfaction make their way. Research abounds in establishing the relationship between these two variables, however there is a dearth of research with regard to the social work especially in India. Thus, this research primarily aims to bridge the gap that exists in acknowledging the relevance and importance of emotional intelligence and its relationship with organisational commitment and job satisfaction with regard to NGO workers in India.

Chapter 2

Review of Literature

The following section examines the studies conducted over the years on emotional intelligence, organisational commitment and job satisfaction with respect to the social sector across the globe.

Uddin et al. (2019) revealed that the factors impacting the satisfaction of employees in NGOs in Bangladesh includes internal communication, job innovativeness and job security. However, compassion and self-sacrifice did not seem to significantly impact one's level of satisfaction. In addition, training and education seemed to moderate the determining power of job characteristics (job security, internal communication as well as job innovativeness) and public service motivational factors (compassion and self-sacrifice) in relation to employee satisfaction.

Bunce et al. (2019) examined the relationship between emotional intelligence and other self-determined behaviours (autonomy, relatedness and competence) and their impact on psychological distress. Results mention how emotional intelligence, reflective ability and social competence were significantly correlated with resilience as opposed to psychological distress. While empathetic distress seemed to be correlated with more psychological distress and less resilience. Finally, emotional intelligence seemed to be one of the most important predictors of psychological distress and resilience meaning being more emotionally intelligent translates into being more resilient thereby resulting in less psychological distress.

Stanley, Mettilda, & Meenakshi (2018) found that a high positive correlation exists between emotional intelligence, empathy and reflective ability among Indian women social workers. Largely the participants of the study were found to have scored towards the 'higher range' on

the construct of emotional intelligence along with reflective ability. In addition, no significant difference was reported for the overall score on emotional intelligence and its components with regard to the different age groupings of the respondents.

Abrokwah et al. (2018) studied that recruitment and selection is significantly associated with operational performance for the NGO employees in Ghana. Similarly, human capital seems to have a significant association with recruitment and selection. Further, human capital positively mediates the relationship with operational performance ($\beta = .312$, $\Delta R^2 = .053$, $p < .05$) while the independent variable of recruitment & selection seems to be insignificant ($\beta = -.002$, $\Delta R^2 = .028$, $p < .05$). Also, there seems to exist a significant relationship between recruitment and selection with the three types of commitment i.e. affective, normative, and continuous commitment. However, when considering the mediation for continuous commitment ($\beta = .137$, insignificant), the impact of recruitment and selection on organizational performance is significant, while the mediation for affective ($\beta = .216$, $\Delta R^2 = .037$, $p < .05$, significant) and normative commitment ($\beta = .229$, $\Delta R^2 = .045$, $p < .05$, significant), and its impact of recruitment and selection on organizational performance ends up being insignificant.

Soodan and Pandey (2017) assessed the impact of leadership styles on the level of job satisfaction of employees in NGOs in Uttarakhand. Findings revealed that the 'supportive style' of leadership was predominantly used by the managers. However, the participative style of leadership seemed to be contributing the most to the job satisfaction of employees when compared to the others styles of leadership. Instrumental leadership was found to be negatively impacting the satisfaction of employees in the NGOs.

Attiq et al. (2017) studied employees from NGOs, banking and telecom sector from Islamabad and Rawalpindi and revealed a significantly direct impact of core self-evaluation (personality trait) on supportive work environment (management and co-worker support) and

job satisfaction. Subsequently, job satisfaction also seemed to have a positive and direct impact on the innovative work behaviour of the employees.

Biggart et al. (2016) researched to evaluate and subsequently establish the impact of emotional intelligence and its training on stress and burnout among social workers involved with child and family welfare. However, even though the training was rated rather positively, it did not seem to confirm a statistically significant impact with regard to reducing stress and burnout among social workers.

Singh (2016) examined 178 social work professionals in non-governmental organisations in Delhi unveiled that the sample population obtained above average scores on emotional intelligence as a whole as well its four dimensions. Further, there exists a statistically significant relationship between role efficacy and emotional intelligence ($r=0.57$, $p<0.01$). Finally, emotional intelligence of the social workers seemed to be positively related with internality, however, negatively associated with the externality dimensions of locus of control.

Bakhtawar (2016) concluded that the overall work motivation does have an impact on the job satisfaction of employees in NGOs in Karachi. A healthy work environment and satisfactory salary aid in increasing the motivation among employees, which in turn leads to job satisfaction. Salary seems to come forth as an important leading contributor for work motivation thereby resulting in job satisfaction consequently. It has been noted that providing remuneration and benefits in accordance to the preferences of employees aids in sustaining the motivation of employees. Finally, a workplace that thrives on division of work, takes a steady contribution of their employee's decisions and a proficient examination framework seems to aid in job satisfaction in the long run.

Kumar, Hossain and Jebin (2016) studied the level of organisational commitment in a sample of NGO employees in Bangladesh. Overall, the employees' level of organisational

commitment (mean=3.03) seemed to be rather dissatisfactory. Further, demographic variables like gender, age, education and years of work experience were viewed in relation to their level of commitment as well. Age ($r=-0.111$), education ($r=-0.123$), years of experience ($r=-0.60$) along with marital status ($r=-0.215$) were found to be negatively correlated with the overall organisational commitment of employees. While, gender ($r=0.102$) was found to be positively correlated with overall level of commitment of the employees. Finally, affective ($r=0.027$), normative ($r=0.394$), and continuance ($r=0.064$) commitment were positively correlated with organisational commitment for the employees.

Murata and Nishimura (2016) concluded that there exists a significant positive relationship between job satisfaction and gender, employment status, wages, work location, as well as the NGO size. In addition, among a highly educated and current NGO staff population, jobs seemed to be viewed as less attractive primarily because of the low wages. In addition, it was also revealed that while financial prospects were important, people were ready to trade this for benefits such as support provided for education, upgrading qualifications and health insurance. Finally, a requirement of less overtime work drastically increased the retention rates especially among the female employees.

Collins (2015) suggested the ways of improving the commitment among social workers to their organisations. In order to enhance the level of commitment of social workers, organisations could begin by extending respect, creating a provision for good salaries, desirable working environment, realistic workload, acknowledging the effort and work done by the social workers. Further, empowering the social workers by increasing their power of discretion and autonomy, coupled with provisions for self-development. In addition, social support extended by the colleagues, provisions for practical and emotional supervision, along with having the opportunity to take part in, and impact decisions taken in the organisation are important factors, ensuring commitment of social workers to their organisations.

Liu and Inkabi (2015) studied two types of workers i.e. volunteers and paid workers in a dual case study was used to elicit information about the 12 employees in two NGOs in Sweden through the conduction of semi structured interviews. Results mentioned that the essential factors for commitment for the volunteers were the ability to create a meaningful life by helping people along with self-fulfilment. The commitment stemming from recognition from the organisation was likely to enhance the willingness to participate and thereby result in increase in retention. With regard to the paid workers, helping others, creating value for oneself and a willingness to help were the likely factors that contributed to their commitment. Training activities driven with the intention of employee development and job obligation were the proposed methods for achieving the same. Finally, the efforts aimed at increasing the level of commitment were to aid in improving performance, retention alongside stimulating learning.

Calitz, Roux and Strydom (2014) found that roughly about one-fourth of the social workers were not satisfied with their work. While about 71% of the social workers were engaged with their work and thus experienced job satisfaction. Yet about a half were considering leaving their profession. Around 41% of the social workers were experiencing lowered performance with regard to their work in the past 6 months. Finally, 30% of respondents seemed to be disengaged with their work thereby experiencing less job satisfaction.

Bakuwa, Chasimpha and Masamba (2013) explored the factors that contributed to job satisfaction of employees that would eventually aid in staff retention. Largely, these were the non- financial or intangible rewards and not the financial provisions as are usually assumed. These factors include career or job safety, role of the management, opportunity for personal development and growth, considered to be best NGO and a feeling of pride associated with it.

James (2013) aimed to uncover the relationship between organisational commitment, job satisfaction and job performance among the employees of ‘Concern for the Girl Child’, an NGO in Uganda. Results from the research confirmed a significant positive relationship

between organisational commitment and the subsequent performance of employees for the specific NGO. However, a negative relationship seemed to exist between the level of job performance and job satisfaction of the employees meaning that job performance seems to affect the satisfaction of the employees. Finally, a significant positive relationship was uncovered between job satisfaction and organisational commitment among the employees.

Hussein et al. (2013) observed that among the newly qualified social workers (NQSWS) who scored low on job engagement were less likely to enjoy their job. In addition, factors contributing to lower levels of job satisfaction were lack of supportive colleagues and line managers along with being unable to put one's values into practice. Further, support extended by the team sector seemed to have a significant relationship with the intention to leave.

Emhan (2012) aimed to compare the relationship between managerial support, job satisfaction and organisational commitment among non-profit, for profit and public sectors in Turkey working towards education and health. To begin with, job satisfaction and organizational commitment of employees in non-profits were reported as higher than in the other two sectors. Further, results revealed a relatively strong correlation between managerial support and job satisfaction ($r=0.442$) and affective ($r=0.439$) as well as for normative commitment (0.441). There was however no significant relationship with continuance commitment. Further, significant differences emerged with regard to non-profit, for-profit, and public organizations in terms of their job satisfaction ($p<0.001$, $F=62.815$), managerial support ($p<0.001$, $F=18.184$), affective commitment ($p<0.001$, $F=6.216$), continuance commitment ($p<0.01$, $F=3.085$), and normative commitment ($p<0.001$, $F=11.668$). To conclude, the level of managerial support and job satisfaction were reported as the highest in non-profit organizations and lowest in public organizations. While, affective and normative commitment were significantly higher in non-profit and for-profit organizations as compared to public organizations. Continuance commitment was found to be the highest in public organizations,

and lowest in for-profit organizations. However, no statistically significant differences with regard to affective and normative commitment in non-profit and for-profit organizations were reported.

Hwang and Hopkins (2012) found that a social worker's organizational commitment seems to play a mediating role between their organizational inclusion as well as turnover intention. A significant negative correlation was reported ($r=-0.52$) between individual level organizational commitment and turnover intention.

Lee (2012) conducted in-depth interviews for fifteen social service managers employed in NGOs in Australia. Factors contributing to the manager's level of job satisfaction were appropriate rewards, networking with other organisations, dedication towards people, leading and building a team with a backdrop of positive work relationships. The interviews revealed that a factor contributing to dissatisfaction and turnover was the difference in managerialist practices that differed from the manager's own best practice in his/her own regard. Also, remuneration when coupled with a lack of progression, infrequent pay increase, lack of recognition for prior learning, manifold increase in responsibilities and expectations that did not seem to align with the ethos of the sector seemed to contribute to job dissatisfaction.

Mendieta and Rivas (2011) revealed that workplace support acts as a mediating variable with regard to job satisfaction and burnout. Results demonstrated the negative impact of burnout on workplace support, life and job satisfaction while workplace support seems to have a direct and positive effect on job and life satisfaction.

Geng, Li and Zhou (2011) stated that emotional intelligence is significantly negatively correlated with emotional exhaustion. Also, emotional intelligence was significantly positively correlated with occupational identity (when occupation is viewed as meaningful, valuable, enjoyable). Differences also pertained with regard to the level of education such that emotional

exhaustion reduced as the level of education rose. Whereas, emotional intelligence and occupational identity both steadily increased as the level of education increased.

Farmer (2011) mentioned that the 360-degree feedback method can be executed in order to improve the interaction of social workers thereby benefitting with regard to job satisfaction subsequently. Two other important management criteria that are likely to aid in improving job satisfaction are job enlargement and enrichment for these involve a sense of variety with regard to work for the social workers, thereby helping infuse responsibility as well.

Tumwesigye (2010) studied a sample of 297 individuals employed in public, NGOs and private sectors in Uganda. To begin with, there seemed to exist a significant positive relationship between perceived organisational support and the three dimensions of organisational commitment i.e. affective, continuance and normative. A significant negative relationship was also reported between turnover intentions and perceived organisational support. In addition, a significant negative relationship seemed to exist between turnover intentions and dimensions of organisational commitment. Finally, the dimensions of commitment seemed to mediate the relationship between turnover intentions and perceived organisational support.

Kinman and Grant (2010) found that there exists a significant negative relationship between distress and resilience ($r=-0.54$, $p<0.001$) among 240 social work trainees. Furthermore, emotional intelligence, aspects of empathy and social competence along with reflective ability seemed to serve as protective key factors with regard to social care for the trainees.

Musa (2009) studied 180 social workers posted in charity organisations, hospitals, schools and social welfare centres in Abu Dhabi. Results indicated the existence of significant differences among the satisfied and non-satisfied group with regard to compassion fatigue/traumatic stress ($t=3.66$, $df=178$, $p<.01$) with the more satisfied group ($M=17.91$, $SD=8.58$)

scoring lower than the less satisfied group ($M=24.24$, $SD=9.66$). Further, no significant gender differences were found with regard to burnout, secondary traumatic stress or compassion fatigue and compassion satisfaction. Additionally, the interviews reported that the school social workers were largely dissatisfied.

Lwangasi (2008) aimed to uncover the relationship between empowerment and job satisfaction as experienced by employees in NGOs in Kenya. Team work and recognition, involvement in decision making, independence and autonomy were the attributes of empowerment that seemed to have the highest reported correlation with job satisfaction for the sample. To conclude, those employees who were satisfied are likely to have derived their satisfaction from being empowered.

Singh (2006) explored the relationship between emotional intelligence, role efficacy and locus of control orientation among NGO employees in Delhi. To begin with, the participants seemed to have an above average level of emotional intelligence and potential for role effectiveness. Emotional intelligence and role efficacy are positively related and positively associated with internal locus of control and negatively with external locus of control. Further, emotional intelligence is positively related with internality ($r=.455$) and negatively with externality ($r=-.09$). Finally, locus of control and emotional intelligence seem to account for 57% variance of role effectiveness.

Evans et al. (2006) concluded that social workers in England and Wales experienced very high levels of emotional exhaustion and stress. Findings reported that mental health workers scored higher even on all the three sub scales of burnout (emotional exhaustion, reduced personal accomplishment and depersonalisation). In addition, lower demands emanating from the job along with more say in decision latitude was associated with job satisfaction. Other significant contributors for job satisfaction include viewing the role of social work in the mental health services setup and experiencing a feeling of being valued by the employer. Unlike other

researches, social support was not associated with job satisfaction. However, the most strongly associated factor with job dissatisfaction was being active as an approved social worker.

To sum up, the three aforementioned variables have paved their way and established their relevance in the NGO sector surpassing the ravages of time, thereby holding their position intact even today.

Chapter 3

Methodology

This chapter is centered around delineating the basics of the research such as aim, objectives, hypotheses and characteristics of the population. Focus will also be laid on the design of the study, procedure that was followed, instruments used and subsequent analysis that was done.

3.1 Aim

To study the relationship between Emotional Intelligence, Organisational Commitment and Job Satisfaction among NGO workers.

3.2 Research Objectives

The study laid its foundation through the following broad objectives-

- a)** To measure the relationship between Emotional Intelligence and Organisational Commitment among NGO workers (Females & Males).
- b)** To find out the relationship between Emotional Intelligence and Job Satisfaction among NGO workers (Females & Males).
- c)** To assess the relationship between Job Satisfaction and Organisational Commitment among NGO workers (Females & Males).
- d)** To study the difference on the level of Emotional Intelligence among female and male NGO Workers.

- e) To measure the difference on the level of Organisational Commitment among NGO workers across gender (Females & Males).
- f) To find out the difference on the level of Job Satisfaction among NGO workers across gender (Females & Males).

In order to unravel and understand the impact of the aforementioned objectives, the following hypotheses were stated and subsequently examined-

3.3 Hypotheses

H1: There will be significant relationship between Emotional Intelligence and Organisational Commitment among NGO Workers.

H2: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers.

H3: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers.

H4: There will be significant relationship between Emotional Intelligence and Organisational Commitment among NGO Workers (Females).

H5: There will be significant relationship between Emotional Intelligence and Organisational Commitment among NGO Workers (Males).

H6: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers (Females).

H7: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers (Males).

H8: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers (Females).

H9: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers (Males).

H10: There will be significant difference on the level of Emotional Intelligence among NGO Workers (Females and Males).

H11: There will be significant gender difference on the level of Organisational Commitment among NGO Workers (Females and Males).

H12: There will be significant difference on the level of Job Satisfaction among NGO Workers (Females and Males).

3.4 Sample and its Selection

A total of 132 forms were initially collected out of which only 120 were duly completed and retained for the study. Thus, the sample size comprised of 120 NGO workers across India who filled the entire form and met the inclusion criteria. These workers were within the age range of 22-55 years. Further, a division was based on gender that bifurcated the population into females (N=60) and males (N=60).

3.5 Sampling

The sample was collected through convenience sampling.

3.6 Locale

The sample was collected from NGOs in India.

3.7 Inclusion and exclusion criteria

The inclusion criteria clearly mentioned that only those female and male respondents who were employed in the NGOs within the age bracket of 21-55 years from India could fill the form. However, the exclusion criteria included those volunteering at the NGOs and surpassing the age bracket of 22-55 years and employed in NGOs outside of India.

3.8 Research Design

The essence of the study is its descriptive nature that aims at exploring the relationship between the three aforementioned variables of Emotional intelligence, Organisational commitment and Job satisfaction across NGO workers employed in India.

In addition, the study undertook the correlational research design.

3.9 Variables

The variables undertaken in the research are,

- Female and male NGO Workers
- Emotional intelligence
- Organisational commitment

- Job satisfaction

3.10 Tools used

<i>S.no.</i>	<i>Name of tool</i>	<i>Author and year</i>	<i>Number of items</i>	<i>Reliability and validity</i>
1.	Emotional Intelligence Scale (EIS)	Anukool Hyde, Sanjyot Pethe and Upinder Dhar. (2001)	34 items	Reliability- 0.88 Validity- 0.93
2.	Organisational Commitment Scale (OCS)	Upinder Dhar, Prashant Mishra and D. K. Srivastava. (2001)	8 items	Reliability- 0.60 Validity- 0.77
3.	Job Satisfaction Scale (JSS)	Amar Singh and T.R. Sharma (1999)	30 items	Reliability- 0.97 Validity- 0.74

3.11 Tool Description

Three standardised tools were used for the research that assessed Emotional Intelligence, Organisational Commitment and Job satisfaction among the NGO workers.

1. Emotional Intelligence

The Emotional Intelligence Scale developed by Anukool Hyde, Upinder Dhar and Sanjyot Pethe (2001) was used to assess the level of emotional intelligence at present for the NGO workers. The English version of the scale was administered to the respondents. The scale contains 34 items spanning 10 dimensions namely self-awareness (4 items), empathy (5 items), self-motivation (6 items), emotional stability (4 items), managing relations (4 items), integrity (3 items), self-development (2 items), value orientation (2 items), commitment (2 items) and altruistic behaviour (2 items). Self-awareness measured by item 6, 12, 18 and 29 refers to the ability of being aware of oneself. A sample item is

‘I have my priorities clear’. While empathy is centred around feeling and understanding others assessed through items 9, 10, 15, 20 and 25 for instance, *‘I can listen to someone without the urge to say something’*. The ability to be motivated internally and by one’s own self is assessed through self-motivation like *‘People tell me that I am an inspiration for them’*, measured by item 2, 4, 7, 8, 31 and 34. Emotional stability refers to one’s emotional balance was measured by items 14, 19, 26 and 28, for instance, *‘I do not mix unnecessary emotions with issues at hand’*. The ability to be able to manage one’s own relations rather effectively is termed as managing relations assessed through item 1, 5, 11 and 17, a sample item is *‘I do not depend on others’ encouragement to do my work well’*. Integrity involves acknowledging one’s true feelings measured by item 16, 27 and 32, for instance *‘I can stand up for my beliefs’*. Focusing on one’s own improvement is termed as self-development assessed by item 30 and 33, like *‘I feel that I must develop myself even when my job does not demand it’*. While value orientation looks at how one defines their own set of values and abides by them assessed through item 21 and 22. Consider for instance the statement, *‘I am able to confront the unethical actions in others’*. Commitment was measured through item 23 and 24, *‘I am able to meet commitments and keep promises.’* Finally, altruistic behaviour that is centred around the concern for others

and taking into account their well-being was assessed through items 3 and 13. A sample statement is '*I am able to encourage people to take initiative*'.

The scoring for the scale is rather simple that involves awarding a score of 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. None of the items are to be reverse scored. After the calculation of the domain scores, the total of all domains is considered to indicate the individual's overall level of emotional intelligence where, a score of 85 and above is indicative of high emotional intelligence, 52-84 of normal or average emotional intelligence and finally 51 and below of low emotional intelligence.

The psychometric properties of the scale mention a split-half reliability coefficient of 0.88. Along with a face validity, the scale has a high validity indicated by the value of 0.93.

2. Organisational Commitment

The second scale that was used was the Organisational Commitment Scale (2001) developed by Upinder Dhar, Prashant Mishra and D.K. Srivastava (2001) to evaluate the commitment of the employees towards their organisation for the age range of 22-55 years. The English version of this scale was used. This is an 8-item scale that looks at two dimensions namely concern for the organisation (5 items) and identification with the organisation (3 items). Concern for the organisation primarily focuses on the care and established relationship with the organisation, consider for instance, the item '*I feel bad if this organisation is making loss*'. This dimension is measured through item 1,2,3,5 and 7. The second dimension is identification with the organisation that is concerned with the degree to which one can align themselves with their organisation. A sample item for instance is '*I do not like the goals of this organisation*'. This dimension is measured through items 4,6 and 8.

For the scoring, items 1,2,3,4,5 and 7 are positively scored i.e. awarding 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. Items 6 and 8 are to be reverse scored as 1,2,3,4 and 5. To calculate the score for the dimension of concern with the organisation, the score for items 1,2,3,5 and 7 are to be added while the score for item 4, 6 and 8 are to be added for the dimension of identification with the organisation.

In order to determine the reliability of the scale, split half reliability was calculated which was subsequently correlated with that of the whole scale through the Spearman Brown formula and estimated to be 0.6078. On the other hand, a high validity of 0.7796 was reported.

3. *Job Satisfaction*

The third and final scale developed by Dr. Amar Singh and Dr. T.R. Sharma (1999) called the Job Satisfaction Scale was administered in order to understand the level of Job satisfaction experienced by the NGO workers in India. The English version of this scale was used to meet the requirements of this research. This scale contains 30 items spanning two major domains i.e. job intrinsic and job extrinsic. Job intrinsic (12 items) that primarily deals with the factors emanating from the job itself are *Job concrete* (6 items) and *job abstract* (6 items). Job concrete focuses on aspects such as provisions for excursions, places of posting and working conditions in general; while job abstract looks at aspects of cooperation, democratic functioning that operates in the organisation. In order to understand the contribution of the factors lying outside of the job, the division for job extrinsic includes three domains i.e. psycho-social (8items), economic (4 items) and community/ national (5items). Psycho-social includes factors like intelligence and social circle; while economic lays emphasis on the financial aspects and finally the community or national dimension that is concerned with the quality of life and national economy.

With regard to the scoring, the scale includes both positive and negative items (4,13,20,21,27 and 28). The positive items are to be awarded a score of 4,3,2,1 and 0. Whereas the negative items are to be scored as 0,1,2,3 and 4. In order to calculate the score for the domain of job intrinsic, items 6, 11, 13, 19, 23 and 25 (job concrete) are to be added to the score obtained from item 8, 15, 16, 17, 21 and 27 (job abstract). For obtaining the total score for the domain of job extrinsic, the sum of psycho-social (item 1,3,4,7,10,12,26 and 30); economic (item 2,5,9 and 18) and community/ national (item 14,22,24, 28 and 29) are to be added.

The test-retest reliability for this scale was reported as 0.97 with a gap of 25 days between the administrations. In addition, the scale appears to be rather favourable when compared with Muthayya's job satisfaction questionnaire providing a validity coefficient of 0.74.

3.12 Procedure of Data Collection

A list of NGOs in India was prepared. Subsequently a standard email stating the purpose of research and permission for collecting data from their employees was sought. The NGOs which agreed for the same were visited and the forms were thus, distributed to the employees. The forms were duly collected on the same day or a visit for collection was scheduled as per the convenience of the organisation and researcher. NGOs outside of Delhi who permitted collection of data from the organisation were shared the link for the google form. Thus, the survey method was used to gather data.

An informed consent, demographic sheet and three structured questionnaires were combined and prepared for circulation. The informed consent delineated the rights of the participant as well as shared information about the research attached to a demographic sheet

that asked for essential information like name (optional) gender, age, highest education, number of family members, relationship status, name of the NGO (optional), sector served, number of years in the same NGO and position in the NGO. This was followed by the attachment of the three questionnaires that catered to the variables undertaken in the study.

3.13 Ethical Considerations

The study was conducted keeping the ethical considerations as a priority. Thus, the questionnaires began with an informed consent form that stated the purpose of the research and rights of the participants through the course of the research. They were informed that they could drop out of the study at any point without having to experience any repercussions. Further, they were assured that confidentiality and anonymity would be ensured and not compromised on in any way. In addition, the information obtained would not be scrutinised to form a perception about the organisation or the individual. Finally, those who were interested in knowing the results of the study, were assured that the findings would be shared over e-mail shortly after the research is completed.

Chapter 4

Analysis of Results

The aim of the study is to assess emotional intelligence, organizational commitment and job satisfaction among NGO workers. A total of 120 participants took part in the study, consisting of male (N=60) and female (N=60) NGO workers. Both male and female workers were between the age group of 22-55 years. The following tables indicate the results obtained through the course of the present study through the statistical analysis conducted.

Table 1

*Correlation between Emotional intelligence (EI) and Organisational commitment (OC)
among NGO workers*

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	120	.208	Sig*
Organisational commitment	120		

Significant at 0.05 level.

Results reveal the existence of a significant positive relationship between emotional intelligence and organisational commitment ($r=.208^*$, $p<.05$). This translates to the fact that an increase in one's emotional intelligence is likely to result in an increase in one's organisational commitment.

Table 2

Correlation between Emotional intelligence (EI) and Job satisfaction (JS) among NGO workers

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	120	.317	Sig**
Job satisfaction	120		

Significant at both 0.05 and 0.01 levels.

A significant positive correlation has been reported between emotional intelligence and job satisfaction among the 120 NGO workers ($r=.317^{**}$, $p<.01$) which means that an increase in emotional intelligence is likely to lead to an increase in one's job satisfaction and vice versa.

Table 3

Correlation between Organisational commitment (OC) and Job satisfaction (JS) among NGO workers

Variables	N	<i>r</i>	<i>p</i>
Organisational commitment	120	.287	Sig**
Job satisfaction	120		

Significant at both 0.05 and 0.01 levels.

A significant positive relationship exists between organisational commitment and job satisfaction ($r=.287^{**}$, $p<.05$). This means that an increase in the organisational commitment will lead to an increase in the level of job satisfaction.

Table 4

*Correlation between Emotional intelligence (EI) and Organisational commitment (OC)
among NGO workers (female)*

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	60	-.024	Insig
Organisational commitment	60		

As is evident from the results obtained, there is no significant relationship between emotional intelligence and organisational commitment ($r=-.024$) among female NGO workers.

Table 5

*Correlation between Emotional intelligence (EI) and Organisational commitment (OC)
among NGO workers (male)*

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	60	.376	Sig**
Organisational commitment	60		

Significant at both 0.05 and 0.01 levels.

The results above indicate the existence of a significant positive relationship between emotional intelligence and organisational commitment among male NGO workers ($r=.376^{**}$, $p<0.01$). This means that an increase in the level of emotional intelligence will result in an increase in organisational commitment.

Table 6

Correlation between Emotional intelligence (EI) and Job satisfaction (JS) among NGO workers (female)

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	60	.150	Insig
Job satisfaction	60		

No significant relationship has been reported between emotional intelligence and job satisfaction ($r=.150$) for female NGO workers.

Table 7

Correlation between Emotional intelligence (EI) and Job satisfaction (JS) among NGO workers (male)

Variables	N	<i>r</i>	<i>p</i>
Emotional intelligence	60	.451	Sig**
Job satisfaction	60		

Significant at both 0.05 and 0.01 levels.

There is a significant positive relationship between emotional intelligence and job satisfaction ($r=.451^{**}$, $p<0.01$). This translates to the fact that an increase in emotional intelligence will lead to an increase in job satisfaction and vice versa.

Table 8

Correlation between Organisational commitment (OC) and Job satisfaction (JS) among NGO workers (female)

Variables	N	<i>r</i>	<i>p</i>
Organisational commitment	60	.149	Insig
Job satisfaction	60		

No significant relationship is reported between organisational commitment and job satisfaction ($r=.149$).

Table 9

Correlation between Organisational commitment (OC) and Job satisfaction (JS) among NGO workers (male)

Variables	N	<i>r</i>	<i>p</i>
Organisational commitment	60	.387	Sig**
Job satisfaction	60		

Significant at both 0.05 and 0.01 levels.

There exists a significant positive relationship between organisational commitment and job satisfaction among male NGO workers ($r=.387^{**}$, $p<0.01$). Which means that an increase in one's organisational commitment is likely to result in an increase in one's job satisfaction.

Table 10

Mean, SD and t value for Emotional intelligence (EI) among female and male NGO workers

	Gender	N	Mean	SD	t value	p
Emotional intelligence	Female	60	139.70	10.278	.402	Insig
	Male	60	140.50	11.510		

There exists no significant difference between female and male NGO workers with regard to Emotional intelligence ($t=.402$, $p>0.05$).

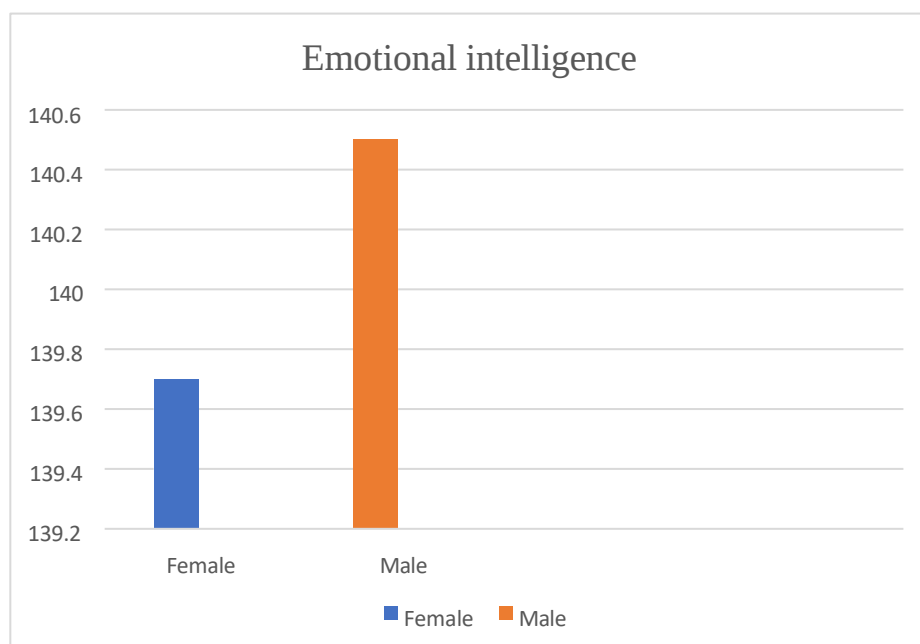


Table 11

Mean, SD and t value for Organisational commitment (OC) among female and male NGO workers

	Gender	N	Mean	SD	t value	p
Organisational commitment	Female	60	32.25	3.393	.216	Insig
	Male	60	32.40	4.179		

There exists no significant difference between female and male NGO workers with regard to organizational commitment ($t=.216, p>0.05$).

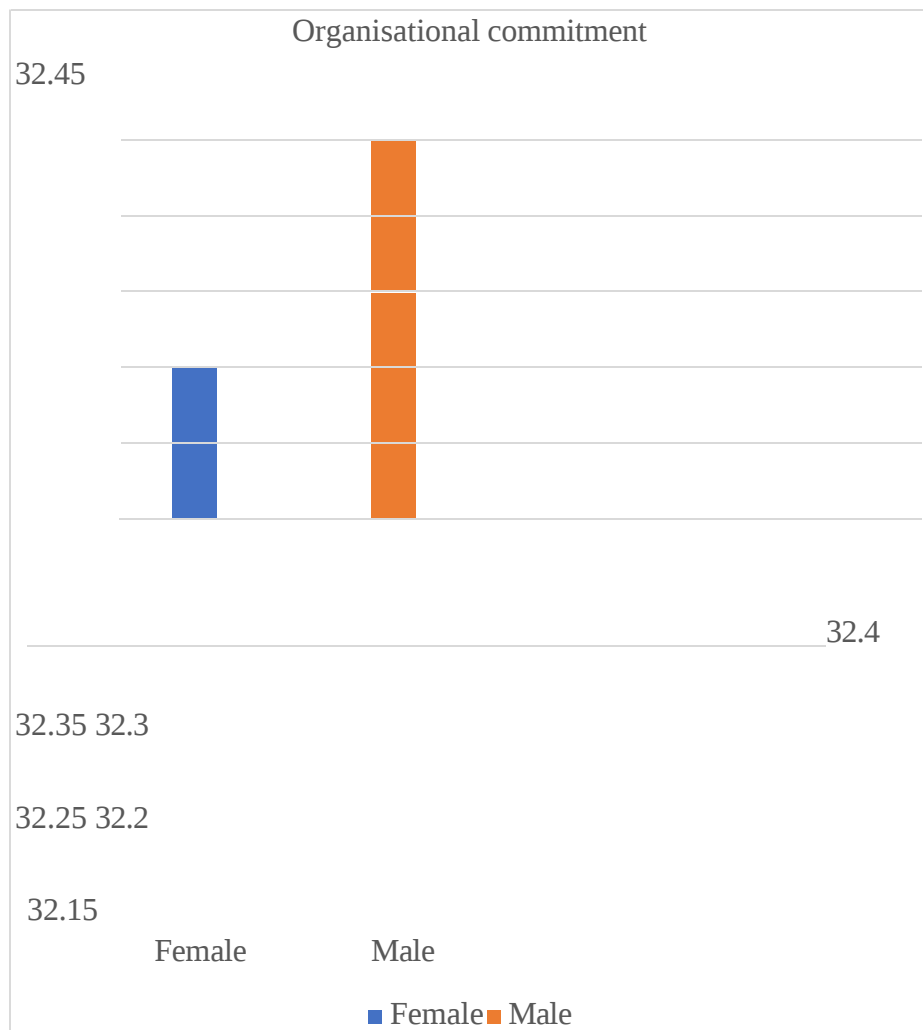
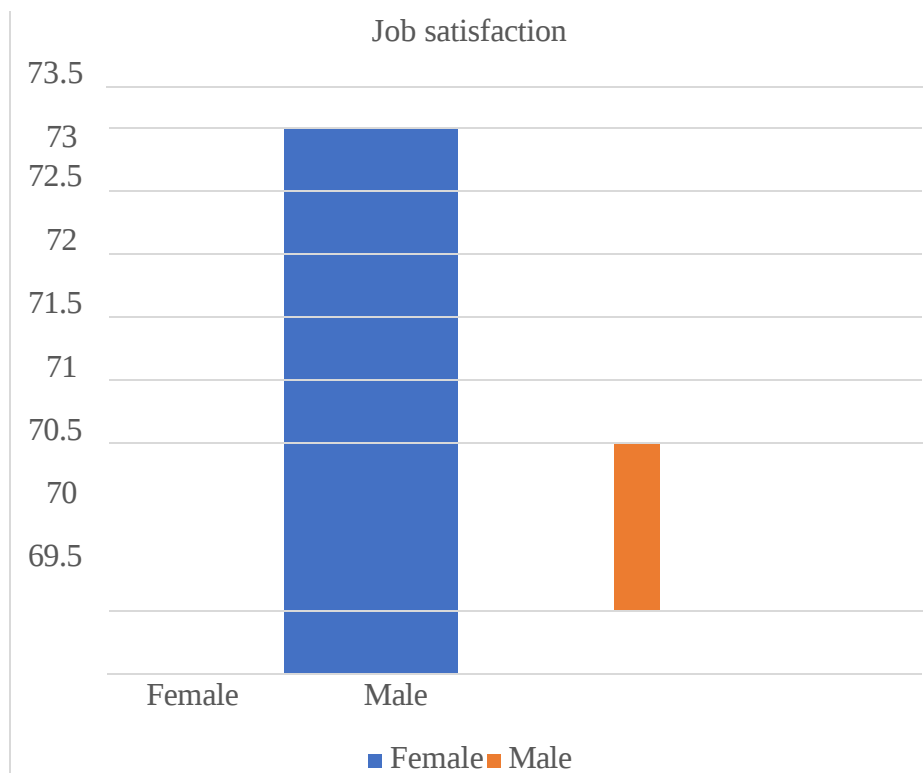


Table 12

Mean, SD and t value for Job satisfaction (JS) among Female and male NGO workers

	Gender	N	Mean	SD	t value	p
Job satisfaction	Female	60	73.02	13.346	.777	Insig
	Male	60	70.97	15.492		

There exists no significant difference between female and male NGO workers with regard to well as job satisfaction ($t=.777$, $p>0.05$).



Chapter 5

Discussion

The research study titled '*Emotional intelligence, Organisational commitment and Job satisfaction among NGO workers*' was conducted in order to unravel the relationship between the three variables under study i.e. emotional intelligence, organisational commitment and job satisfaction in the context of NGO workers in India. The working population primarily comprised of female (N=60) and male (N=60) NGO workers employed in-on the field positions or administrative roles. Data was gathered from employees across India (N=120) aged between 22-55 years. Three tools were used in order to assess these variables namely Emotional Intelligence Scale (Anukool Hyde, Sanjyot Pethe & Upinder Dhar, 2001); Organisational Commitment Scale (Upinder Dhar, Prashant Mishra & D. K. Srivastava, 2001) and Job Satisfaction Scale (Amar Singh & T.R. Sharma, 1999). The obtained data was subsequently analysed through SPSS through the calculation of Pearson's product moment correlation, t-test, mean and standard deviation.

Results revealed a significant correlation between the three variables taken under consideration for the entire population. Thus, a significant positive correlation was found between emotional intelligence and organisational commitment; emotional intelligence and job satisfaction and organisational commitment and job satisfaction. On the other hand, there were significant positive correlations between these variables for male NGO workers in the study. However, no significant relationships between emotional intelligence and organisational commitment; emotional intelligence and job satisfaction and organisational commitment and job satisfaction were reported for female NGO workers. In addition, no significant gender differences were evident on the performance of emotional intelligence, organisational commitment and job satisfaction.

NGOs are voluntary organisations and have an important role to play in every country by acting as intermediaries between the government and the people of the nation. NGOs thrive because of its workers who selflessly and tirelessly aid the accomplishment of the goals set by the organisation. In a country like India, where the number of NGOs are on a rise and more and more individuals are wanting to attach themselves to this space, makes it all the more a prospective area to explore and understand. However, a challenge that seems to be plaguing this space are the high rates of turnover. Tham (2006) reported that approximately 48% of the social workers who had been working for about two years or less intended to leave their jobs. This intention can be traced to the likely dissatisfaction emanating with regard to their place of work which in turn seems to have rather negative consequences for their level of commitment, future planning associated with work and the clients or receivers involved.

Thus, a primary aim of the research was to unveil the relationship between emotional intelligence, organisational commitment and job satisfaction. The results obtained in course of the present search are in sync with hypothesis 1 which stated that there would be significant relationship between emotional intelligence and organizational commitment. As is evident from Table 1, there exists a significant positive relationship between emotional intelligence and organizational commitment with translates to the fact that if an NGO worker's emotional intelligence increases, so will the level of organizational commitment.

Wong and Law (2002) pointed out that emotional intelligence shares a meaningful relationship with constructs like organizational commitment and job satisfaction that are important constructs operating at the workplace. While, Abraham (1999) posited that those displaying low organisational commitment are often the ones who are unable to understand, regulate and appraise their emotions adequately. Research also supports the fact that those employees with high emotional intelligence are likely to be more committed towards their organisations which translates into better output and performance at the workplace (Nikolaou

& Tsaousis, 2002). Another reason for the manifestation of emotional intelligence into organisational commitment can be the mediation of psychological well-being. This means that employees who experience wellbeing are more inclined towards performing better at the workplace in contrast to those experiencing an emotional deficit. Not only this, positive emotions come handy when assessing the benefits in terms of development of intellectual, physical and social resources that help the organisation for better survival and thriving as well as the process of adjustment (Frederickson, 1998).

Another likely reason for better commitment is that employees with better emotional intelligence view and feel themselves as being more valued, in addition to experiencing lower levels of distress which results into enhanced feelings of loyalty and commitment from as well as to their work organisation (Nikolaou & Tsaousis, 2002). Nikolaou and Tsaousis (2002) even unveiled the existence of a positive relationship between four out of five dimensions of emotional intelligence (emotional intelligence, control of emotions, use of emotions and understanding & reasoning) with the two types of commitment (commitment of employee to the organisation and commitment of organisation to the employee). This means that those displaying higher levels of emotional intelligence are likely to experience higher levels of commitment towards their organisation as well. This stems from the fact that employees who are emotionally competent are more likely to be offered more opportunities in the workplace and are more adept at identifying and effectively making use of those opportunities for their own selves and their fulfilment at the workplace, thereby resulting in more commitment from their side (Nikolaou & Tsaousis, 2002).

The relationship between emotional intelligence and job satisfaction was also explored. Findings suggest the existence of a significant positive relationship between emotional intelligence and job satisfaction (*Table 2*) which means that if an employee is high on emotional intelligence, they are likely to perceive high levels of job satisfaction and vice versa. Thus,

hypothesis H2 is accepted. The research conducted by Shooshtarian, Ameli and Amini (2013) is in support of the results obtained. They stated that there exists a positive correlation between job satisfaction and emotional intelligence. Thus, those possessing high levels of emotional intelligence are likely to experience enhanced levels of self-confidence along with the capacity to handle problems.

In addition, their nuanced understanding of emotions is likely to aid in increasing job satisfaction by encouraging participation of fellow colleagues and reducing conflict at the workplace. The relationship between emotional intelligence and job satisfaction can be further delineated as follows. Individuals with high levels of emotional intelligence are more proficient with understanding, assessing and managing their emotions as well as those of others. In turn, those with an understanding of their emotions are likely to be better at recognising warning signs for frustration, stress and eventually coping with them. Those adept at emotional intelligence are likely to be more resilient as well as they are more capable at appraising the causes of stress and come up with adequate coping mechanisms as well as experience perseverance during the process (Copper & Sawaf, 1997). Not only that, those with high emotional intelligence are able to make use of their capability to facilitate positive encounters with others while enhancing their own morale, ultimately resulting in a positive experience at the workplace (Shimazu & Odahara, 2004).

The next step was to delineate the relationship between organisational commitment and job satisfaction. Results from the study (*Table 3*) support the existence of a positive relationship between the two variables for NGO workers as a part of this research. Meyer (2002) stated that job satisfaction is a determinant of organisational commitment. According to the researcher, organisational commitment can be understood as the emotional response which arises for an employee vis-à-vis their organisation while job satisfaction solely relates to the response an employee has towards any kind of job. Thus, the interconnectedness between the two variables

is apparent from the fact that while an employee may experience positive feelings toward their organisation and the values and objectives upheld by it, it is also probable for the employee to be satisfied with the job she/he has in that particular space. Research even suggests that job satisfaction comes handy in predicting levels of engagement at work along with affective commitment. Employees who are energetic and passionate by nature predict commitment, thereby reducing turnover intentions. In order to better understand how satisfaction and commitment are related, Mowday and Steers (1997) exclaimed that organisational commitment can be viewed as an advantage in terms of identification and engagement with one's organisation. Huxley et al. (2005) also mentioned that commitment of social workers was often contingent upon the nature of the way their employer managed them. For instance, social workers who perceived their employers to be treating them positively and valuing them as individuals were likely to experience higher levels of commitment toward their work. In addition, being valued by the organisation featured as a decisive factor in making a decision to continue or leave the organisation (Audit Commission, 2002). Thus, hypothesis 3 which stated that there will be a significant relationship between the organisational commitment and job satisfaction is accepted.

Further, the existence of significant relationships among the three variables (emotional intelligence, organisational commitment and job satisfaction) were explored for female and male NGO workers separately. Thus, Hypotheses 2, 4, and 6 were centered around delineating these relationships for female workers. The results from the research revealed that no significant relationship existed between emotional intelligence and organisational commitment; emotional intelligence and job satisfaction and organisational commitment and job satisfaction for the female NGO workers as is evident from Table 4,6 and 8. On the other hand, results revealed the existence of significant positive relationships between all three variables (emotional intelligence and organisational commitment; emotional intelligence and

job satisfaction and organisational commitment and job satisfaction) for male NGO workers as is evident from Table 5, 7 and 9. The plausible reasons for these findings are as follows.

There is evidence for the fact that women seem to encounter rather lower levels of job autonomy at the workplace (Fagan & Burchell 2002; Sjögren & Kristenson 2006). Job autonomy can be understood as the freedom and choice associated with the performance of tasks at the place of work (Brey, 1999). Others even suggest that women gravitate towards professions that propose lower job autonomy (Fagan & Burchell 2002; Sjögren & Kristenson 2006). Further, Naqvi et al., (2013) highlighted that job autonomy is significantly positively related to organisational commitment as well as job satisfaction. This means an increase in the freedom and choice offered vis-à-vis the tasks at the workplace as a whole (job autonomy) are likely to result in enhanced levels of organisational commitment and job satisfaction on part of the employees. The rationale behind this steady increase is the fact that employees feel entrusted by the organisation coupled with improved levels of intrinsic motivation.

Thus, a plausible reason why there was no significant relationship between emotional intelligence, organisational commitment and job satisfaction for female NGO workers could be due to the lack of job autonomy offered to the female NGO workers as a by-product of their gender. Perhaps since women don't seem to experience any form of liberty as associated with their work or organisation as a whole, a lack of affiliation with the organisation exists, thereby impacting their level of commitment and satisfaction.

Moving on, research suggests that women tend to perceive themselves as less balanced when it comes to managing their personal and professional lives as opposed to men. Women even tend to uphold higher expectations in both these arenas (workplace and at home), thereby resulting in a lack of control vis-à-vis the ultimate state of balance or imbalance (Beeny et al., 2005). Wilson et al., (2014) stated that there exists a significant positive correlation between work-life balance and job satisfaction. This claim has been supported by other researches as

well (Haar, Russo, Suñe, & Malaterre, 2014). Azeem and Akhtar (2014) reported a significant relationship between work-life balance, organizational commitment and job satisfaction. Moreover, research even suggests that the perception of work intruding with family life is negatively related to work commitment as well as job satisfaction (Azeem & Akhtar, 2014). The relative disparity vis-à-vis work-life balance for females can be accounted by the fact that with the broadening of platforms for women to engage in professionally, cut throat competition, animosity, changing family patterns are culminating into stress and anxiety especially for women for in addition to their workplace responsibilities they have to adequately manage their household, aging parents, spouses and children (Yadav & Dabhade, 2014). Thus, this could be a probable reason as to why despite the similar levels of emotional intelligence for female and male NGO workers, there is no significant relationship between organisational commitment and job satisfaction for the female workers.

An addition, a decisive factor operating at the place of work that influences an employee's level of commitment as well as job satisfaction is emotional exhaustion (Skaalvik & Skaalvik 2011). Research abounds in the fact that female social workers are more emotionally exhausted as compared to their male counterparts. This exhaustion may stem from the pressures pertaining to caring for the family as well as involvement with their work, as compared to men who are relatively excused from this dual pressure looming over them at all times (Hall & Gordon, 1973). Hence, despite the emotional intelligence that women are imbued with, they are more susceptible to emotional exhaustion, thereby negatively influencing their commitment and satisfaction derived from the place of work.

Further, according to research there exists a significant positive relationship between organisational climate and satisfaction at the work place. This translates to the fact that the existence of a positive, encouraging, stimulating, supportive, caring and family-friendly environment is likely to contribute to enhanced output and satisfaction on part for employees

(Turrentine, 2005). Roodt, Rieger and Sempane (2002) have confirmed a positive relationship between organisational culture and job satisfaction. It is plausible that women are unlikely to appraise the climate of their organisation as fulfilling and healthy, thereby refraining from resulting into satisfaction on their part. Bilimoria et al. (2008) even stated that women were likely to view the climate of their organisation as more competitive, unsupportive and sexist. Thus, perhaps a reason why the emotional intelligence of women in the present study has not translated into enhanced levels of commitment and satisfaction could be because of a lack of welcoming and positive organisational climate they are exposed to at their place of work.

Research posits that discrimination at the workplace leads to lowered levels of organisational commitment, job satisfaction and even productivity (Bradley, 2010; Daldy et al., 2013; Ensher, Grant-Vallone, & Donaldson, 2001; Pavalko, Mossakowski, & Hamilton, 2003). In addition, men are less likely to appraise an organisational climate as inherent in discriminatory practices when compared to their female counterparts (Patel, 2014). Thus, a reason why male NGO workers have been able to amount to a significant positive consequence of commitment and satisfaction could be due to the lack of discriminatory practices they undergo when compared to female workers.

The last set of hypotheses were put forth to see any gender differences vis-a-vis the performance on emotional intelligence, organisational commitment and job satisfaction. Emotional intelligence (EI) has been viewed as the essential potion that helps individuals to maintain their job as well as develop and transform within the journey of their career in contrast to the Intelligence quotient (IQ) that primarily comes handy when individuals are concerned with the process of obtaining a job (Kaluzniacky, 2004). Emotional intelligence also seems to translate into work efficiency in relation to the processes of employment and relation, acquisition and management of talent, team effectiveness, as well as innovation, self-esteem

and health of its employees along with an assurance of improved quality and efficiency of the services rendered (Cherniss, 2001).

Hypothesis 8 was put forth to understand the existence of gender differences on the performance of NGO workers with regard to emotional intelligence. As is evident from Table 10, both the gender groups seemed to perform rather similarly on the variable of emotional intelligence. The results are in line with Shehzad & Mahmood's (2013) study which mention that both females and males performed rather uniformly on overall emotional intelligence. These findings are also in tune with what the pioneer of the field of emotional intelligence mentioned. Goleman (1998) reasoned that neither females nor males outperform each other. He went on to say that every individual's emotional intelligence profile is composed of its own advantages and disadvantages. Contrary to what is believed, both the genders have more homogeneity than is conceived in general. For instance, some males may be expressive when concerned with emotions as are their counterparts, in addition, some females may be adaptive akin to males. Thus, on a whole when the profiles are averaged out, no gender differences seem to surface with regard to overall emotional intelligence. This is also the case with the study conducted by Bar-On (2002). However, in contrast to the results obtained by the present research, other studies suggest that females fare higher than men on overall emotional intelligence.

Khalili (2011) also shared that male participants fared higher on the dimensions of self-management, self-awareness, relationship management and social awareness when compared to women. Other studies are also supportive of the claim that women possess higher levels of emotional intelligence on a whole (King 1999; Sutarso 1999; Wing & Love 2001 & Singh 2002). Perhaps another reason for the rather stable performance of both the genders could be that both female and male NGO workers were from the same professional arena, thereby the professional requirements expected of them at the place of work are likely to be similar as well.

The training and guidance given to them considering the nature of their work is likely to aid them to have rather stable and similar levels of emotional intelligence.

The next variable under study was that of organisational commitment. Hypothesis 9 stated that there will be a significant difference with regard to the performance of female and male NGO workers as can be seen from Table 11. However, results did not support this claim. Muthuveloo and Rose (2005) have defined organisational commitment as the ability of identification with one's organisation with regard to the associated responsibilities and duties along with a feeling of loyalty. In addition, employees are also able to affiliate with the goals and values upheld by the organisation thereby facilitating enhanced performance and achievement of goals (Herscovitch & Meyer, 2002). The findings of the present research differ from what has previously been concluded. For instance, Mathieu and Zajac (1990) stated that women fared higher on commitment as compared to men. They even mentioned that the likelihood of an inconsistent relationship between gender and organisation commitment. Similarly, Cohen and Lowenberg (1990) put forth that no conclusive evidence exists for the establishment of a significant relationship between gender and organisational commitment as was supported by Dalgic, G. (2014). In contrast, other studies have supported the claim that gender and organisational commitment share a positive relation in the context of NGO employees (Kumar, Hossain, & Jebin, 2016). Khalili (2011) mentioned how male participants tend to display higher levels of affective commitment, continuance commitment along with overall organizational commitment when compared with women. Even the findings of Kaldenberg et al (1995), Dodd-McCue and Wright (1996), Khalili & Asmawi (2012) are in sync with this claim suggesting that men fare higher than women on organisational commitment.

The direct manifestation of organisational commitment is usually viewed in terms of job satisfaction which can be understood as the feelings that individuals have vis-à-vis their

jobs (Sowmya & Panchanatham, 2011), while Yunki (2001) defined it with regard to the emotional reaction employees have toward their work conditions and situations.

Hypothesis 10 was thus put forth to understand if gender differences existed with regard to job satisfaction. However, as is evident from Table 12, female and male NGO workers performed rather similarly on the variable of job satisfaction.

Sumner and Niederman (2004) mentioned that females and males similarly appraise the construct of job satisfaction. The findings of Pastore (1994) are in line with the results obtained in this study who mentioned that both females and males have rather similar opinion about the satisfaction they derive from their job. In addition, no significant gender differences were observed by Mabekoje (2009) for global job satisfaction. Oshagbemi, (2000) even stated that gender seems to unlikely impact the appraisal of job satisfaction among employees. On the other hand, researches abound that mark clear gender differences. For instance, (Mendiratta, 2016) delineated the factors contributing to gender differences in job satisfaction. Female employees tend to be more concerned with the non-monetary aspects of a job such as opportunities provided in the workplace, freedom rendered within an organisation and so on. While men tend to emphasise on satisfaction emanating from financial aspects such as perks provided and fairness with regard to the pay and salary.

Hypothesis Testing

With regard to the *first hypothesis*, as there is a significant relationship between emotional intelligence and organisational commitment among NGO workers, the hypothesis is proved. The *second hypothesis* looked at the relationship between emotional intelligence and job satisfaction among NGO workers which was proved. The *third hypothesis* confirmed the existence of a statistically significant positive relationship between organisational commitment

and job satisfaction among NGO workers, thereby proving it. The **fourth hypothesis** revealed that there did not exist a significant relationship between emotional intelligence and organisational commitment among female NGO workers, hence it was not proved. The **fifth hypothesis** mentioned the existence of a positive significant relationship between emotional intelligence and organisational commitment among male NGO workers, hence it was proved. The **sixth hypothesis** revealed that there wasn't a significant relationship between emotional intelligence and job satisfaction among female NGO workers. Thus, it was disproved. With regard to the **seventh hypothesis**, a significant positive relationship was observed between emotional intelligence and job satisfaction among male NGO workers. Hence, the hypothesis was proved. Considering the **eighth hypothesis**, there was no significant relationship between organisational commitment and job satisfaction among female NGO workers. Thus, the hypothesis was disproved. With regard to the **ninth hypothesis**, there was a significant positive relationship between organisational commitment and job satisfaction among male NGO workers. Hence, the hypothesis was proved. The **tenth hypothesis** revealed that there were no significant gender differences on emotional intelligence among the NGO workers. Thus, the hypothesis was disproved. Considering the **eleventh hypothesis**, there were no significant gender differences on organisational commitment among female and male NGO Workers. Hence, the hypothesis was not proved. With regard to the **twelfth hypothesis** there were no significant differences on the level of Job Satisfaction among female and male NGO Workers, hence the hypothesis was disproved.

Chapter 6

Summary and Conclusion

The research study titled '*Emotional intelligence, Organisational commitment and Job satisfaction among NGO workers*' was conducted in order to unravel the relationship between the three variables under study i.e. emotional intelligence, organisational commitment and job satisfaction in the context of NGO workers in India. The working population primarily comprised of female (N=60) and male (N=60) NGO workers employed in-on the field positions or administrative roles. Data was gathered from employees across India (N=120) aged between 22-55 years. Three tools were used in order to assess these variables namely Emotional Intelligence Scale (Anukool Hyde, Sanjyot Pethe & Upinder Dhar, 2001); Organisational Commitment Scale (Upinder Dhar, Prashant Mishra & D. K. Srivastava, 2001) and Job Satisfaction Scale (Amar Singh & T.R. Sharma, 1999). The obtained data was subsequently analysed through SPSS through the calculation of Pearson's product moment correlation, t-test, mean and standard deviation.

Research Objectives

- To measure the relationship between Emotional Intelligence and Organisational Commitment among NGO workers (Females & Males).
- To find out the relationship between Emotional Intelligence and Job Satisfaction among NGO workers (Females & Males).
- To assess the relationship between Job Satisfaction and Organisational Commitment among NGO workers (Females & Males).

- To study the difference on the level of Emotional Intelligence among female and male NGO Workers.
- To measure the difference on the level of Organisational Commitment among NGO workers across gender (Females & Males).
- To find out the difference on the level of Job Satisfaction among NGO workers across gender (Females & Males).

Hypotheses

H1: There will be significant relationship between Emotional Intelligence, and Organisational Commitment among NGO Workers.

H2: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers.

H3: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers.

H4: There will be significant relationship between Emotional Intelligence and Organisational Commitment among NGO Workers (Females).

H5: There will be significant relationship between Emotional Intelligence and Organisational Commitment among NGO Workers (Males).

H6: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers (Females).

H7: There will be significant relationship between Emotional Intelligence and Job Satisfaction among NGO Workers (Males).

H8: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers (Females).

H9: There will be significant relationship between Organisational Commitment and Job Satisfaction among NGO Workers (Males).

H10: There will be significant difference on the level of Emotional Intelligence among NGO Workers (Females and Males).

H11: There will be significant gender difference on the level of Organisational Commitment among NGO Workers (Females and Males).

H12: There will be significant difference on the level of Job Satisfaction among NGO Workers (Females and Males).

Findings

The research has confirmed the existence of a statistically significant positive relationship between emotional intelligence and organisational commitment among NGO workers. Which indicates that an increase in the emotional intelligence is likely to lead to an increase in one's commitment to the organisation as well.

Further, the existence of a statistically significant relationship between emotional intelligence and job satisfaction among NGO workers was found. This indicates that an increase in one's emotional intelligence is likely to translate to an increase in one's job satisfaction as well.

Moreover, a positive significant relationship between organisational commitment and job satisfaction among NGO workers was evident, meaning that more the organisational commitment, the better the satisfaction with regard to one's job.

In addition, no significant relationship was found between emotional intelligence and organisational commitment among female NGO workers.

However, there was a significant positive relationship between emotional intelligence and organisational commitment among male NGO workers which means that an increase in the emotional intelligence is likely to result in an increase in one's organisational commitment.

Further, there was no significant relationship between emotional intelligence and job satisfaction among female NGO Workers.

While on the other hand, a significant positive relationship was observed between emotional intelligence and job satisfaction among male NGO Workers. This translates to the fact that an increase in the emotional intelligence is likely to lead to an increase in one's job satisfaction as well.

Finally, no significant relationship between organisational commitment and job satisfaction among female NGO workers was found.

Yet, a significant positive relationship was revealed between organisational commitment and job satisfaction among male NGO workers which means that an increase in one's level of commitment is likely to lead to an increase in one's job satisfaction as well.

With regard to gender differences, both male and female NGO workers performed rather similarly on the following variables i.e. emotional intelligence, organisational commitment and job satisfaction. Thus, no gender differences were evident with regard to these variables.

Limitations

The following limitations that were observed during the course of the research. To begin with the sample size was small i.e. only 120 NGO workers from across India, hence the findings obtained cannot be conclusively generalised. Moreover, since the tools used were in English, a significant section of the population employed in NGOs could not be included within the study. Additionally, the regional differences influencing the variables under study could not

adequately be considered. Finally, social desirability on part of the NGO workers could have had an impact on responding as well.

Future Recommendations

It is encouraging to see this sector flourish and pave their way especially through the tough times. Having said that it is of utmost importance that special efforts are taken to aid NGO workers through their professional as well as personal journeys.

To begin with, the value and relevance of emotional intelligence needs to be acknowledged by the organisations as a whole, for the work undertaken by them involves contact with high tension spaces, where the tasks undertaken are not clear cut or easy by nature. Regular training programs must be undertaken by the organisations. Self-help tips, resource material and daily skills that can come handy for these workers must be shared. It is important to equip the workers with ways to express themselves without having to experience any guilt (through music, art, dance, writing, journaling etc) and effectively deal with stress arising at the workplace coupled with that of their personal lives.

In addition, establishment of mental health services at the place of work are likely to aid the satisfaction of the employees, thereby ensuring their commitment levels alongside. This will serve two major functions, acknowledgement of the fact that the mental health of the employees is of utmost importance to the organisation and an essential service that is the need of the hour for this professional arena.

Further, recognition of the work done by the workers is necessary as well. This form of encouragement will help develop a feeling of connectedness with the place of work. The creation of a regular feedback system on part of the employees can help the organisation to better cater to the deficits or areas that need to be worked upon that in turn are likely to increase productivity and output. Perhaps every month, a meeting for taking in feedback could be held

where anonymously the employees could share their concern. In addition, the support systems at the workplace can be worked upon. For instance, small team trips, outings or in-house events can be organised so that employees are connected with one another such that they have an socio-emotional system at the workplace to rely on, in addition this would also ensure that there is a healthy environment at the workplace. To conclude, efforts vis-à-vis the improvement of the workplace environment are likely to yield better results on part of the employees.

In addition, a number of other areas can be explored as decisive factors as part of the research such as caregiver burden, compassion fatigue and salary. Also, a pan India comparison can be done in order to see any regional differences in the experiences of NGO workers.

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APPENDIX

Appendix A: Consent form Greetings!

I am Dakshita Sabharwal, pursuing my master's in Counselling Psychology from Amity University, Noida.

As a part of my coursework, I am conducting a research on a few aspects related to the life of an NGO worker in Delhi-NCR.

Please note that your participation in this study is voluntary, you may leave anytime you wish to. All the information obtained will be kept confidential and used only for research purposes. Your participation will require about 20 minutes. Once the study is completed, you will be provided with the results, if you ask for them.

By signing this form, you confirm that you have read and understood the purpose of this research, thereby agree to participate in this study.

Name-

Signature-

Date-

Thank you for your sparing your valuable time. Your contribution is appreciated.

Appendix B: Demographics

Name-

Age-

Gender- Female

Male

Other

Highest education-

Number of family members-

Relationship status- Single

Dating

Live in

Married

Other

Name of the NGO-

Location of NGO-

Sector Served-

Number of years in the same NGO-

Position in the NGO-

Distance from home-

Appendix C: Organisation commitment scale (Upinder Dhar, Prashant Mishra & D.K. Srivastava)

Please read the statements given below and respond by selecting one of the five options available to indicate how you generally feel. There is no right or wrong answer. Do not spend too much time on any one statement, but give the response which describes your feeling/opinion. Please do not leave any statement unanswered.

S.no.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Score
1	I feel bad if this organisation is making loss.						
2	I am contributing to the achievement of goals of this organisation.						
3	I do not like somebody tarnishing the image of this organisation.						
4	I have been working even on holidays in this organisation.						
5	An employee should be concerned about the image of his/her organisation.						
6	I do not stay back in the organisation after office hours even if required.						
7	I am committed to the welfare of my organisation.						

8	I do not like the goals of this organisation.						
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Appendix D: Emotional intelligence Scale (Anukool Hyde, Sanjyot Pethe & Upinder Dhar)

Following are a few statements where you have to express your views by selecting an option on any one of the five alternatives. There is no right or wrong answer. Do not spend too much time on any one statement. Please do not leave any statement unanswered.

S.no.	Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Score
1	I can encourage others to work even when things are not favourable.						
2	People tell me that I am an inspiration for them.						
3	I am able to encourage people to take initiative.						
4	I am able to make intelligent decisions using a healthy balance of emotions and reason.						
5	I do not depend on others encouragement to do my work well.						
6	I can continue to do what I believe in, even under severe criticism.						
7	I am able to assess the situation and then behave.						
8	I can concentrate on the task at hand in spite of disturbances.						

9	I pay attention to the worries and concerns of others.						
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S.no.	Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Score
10	I can listen to someone without the urge to say something.						
11	I am perceived as friendly and outgoing.						
12	I have my priorities clear.						
13	I can handle conflicts around me.						
14	I do not mix unnecessary emotions with issues at hand.						
15	I try to see the other person's point of view.						
16	I can stand up for my beliefs.						
17	I can see the brighter side of my situation.						
18	I believe in myself.						
19	I am able to stay composed in both good and bad situations.						
20	I am able to stay focused even under pressure.						

21	I am able to maintain the standards of honesty and integrity.						
22	I am able to confront unethical actions of others.						
S.no.	Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree	Score
23	I am able to meet commitments and keep promises.						
24	I am organised and careful in my work.						
25	I am able to handle multiple demands.						
26	I am comfortable and open to novel ideas and new information.						
27	I pursue goals beyond what is required and expected of me.						
28	I am persistent in pursuing goals despite obstacles and setbacks.						
29	I have built rapport and made and maintained personal friendships with work associates.						
30	I am able to identify and separate my emotions.						
31	I think that feelings should be managed.						

32	I am aware of my weaknesses.						
33	I feel that I must develop myself even when my job does not demand it.						
34	I believe that happiness is a positive attitude.						

Appendix E: Job Satisfaction Scale (Dr. Amar Singh & Dr. T.R. Sharma)

Following are statements dealing with your job. Each statement has five alternatives. You are requested to select only one alternative. There is no right or wrong answer. Do not spend too much time on any one statement, but give the response which describes your feeling/ opinion. Please do not leave any statement unanswered. Rest assured your responses will not be in any way a reflection of your job, particular organisation or personality.

S.no	Statements					
1	In the society in general, as a result of the job I hold, my social status is	Excellent	Good	So so	Poor	Very poor
2	With regard to economic advantages, like salary, allowances, etc, I rate my job as	Extremely satisfying	Very satisfying	Moderately satisfying	Poorly satisfying	Not satisfying
3	The training, orientation and experiences that I have got while on job has improved my competence and efficiency as a man	Very greatly	Greatly	Sufficiently	Inadequately	Not at all
4	Keeping individual factors like intelligence, capacity, diligence, etc in view, I genuinely feel that I am	Far superior to the job	Superior to the job	Equal to the job	Less than the job	Much less than the job

5	With regard to post retirement benefits like pension, gratuity, etc, I rate my job as	Aye-one	Good	So so	Bad	Very bad
6	In/ at my job the inbuilt programmes for recreation, entertainment, like picnics, outings,	In plenty	In good measure	Sufficient	Poor	Very poor

	variety programmes etc are there					
7	As a result of the job that I hold, my social circle has widened to my	Very great advantage	Great advantage	Advantage	A little advantage	No advantage
8	Do you agree that your bosses and colleagues are cooperative, helpful and inspiring people for better and sincere work	Strongly agree	Agree	Poorly agree	Slightly disagree	Disagree
9	My job provides facilities like medical care, housing, subsidised rationing, travelling etc	Very adequate	Adequate	So so	Inadequate	Nil
10	My job is responsible for developing in me a desirable style of life with regard to habits and attitudes	To a very great extent	To a great extent	To a moderate extent	To some extent	To no measure
11	My job gives me time and opportunities to attend to my family	Very easily	Easily	Without Difficulty	With difficulty	Not at all

12	By virtue of the job that I hold, opportunities to get certain other positions, ex officio etc are	Very many	Many	Moderate	Few	Nil
13	Places of posting in my job are irksome and inconvenient to me and my family	Very frequently	Frequently	Occasionally	Rarely	Never

14	My job in its own way is trying to improve the quality of life i.e. it endeavours to make a better man. Do you agree?	Yes yes	Yes	Yes no	No	No no
15	On the scale of democratic functioning, I rate my job as	Extremely democratic	Very democratic	Slightly democratic	Sometimes democratic	Un-democratic
16	Keeping employment, requirements like qualification, training etc as equal, I rate my job in comparison with others as	Much higher	Higher	As per	Low	Very low
17	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc and also at late hours	Always	Frequently	Now and then	Under compulsion	Never

18	In some emergency after me, my job has provisions to offer job to my children or family, ex gratia grants, etc	In plenty	In good measure	Sufficient	Poor	Very poor
19	The working conditions like comfortable seating, adequate temperature, humidity, hygienic and healthy environment of	Very satisfactory	Satisfactory	Only slightly satisfactory	Un satisfactory	Not at all satisfactory

	office/ work place are					
20	My job is light enough to enable me to undertake side jobs in a	Big measure	Good measure	Quite few	Few	Nil
21	Malpractices like corruption, favouritism etc are there in my job also	In abundance	Sufficiently	Moderately	Slightly	Not at all
22	Do you agree that your job or profession in any way adds to the economy and development of the nation?	Strongly agree	Agree	Poorly agree	Slightly disagree	Completely disagree
23	If given a chance I shall put my children to the job that I am in. Do you agree?	Very strongly	Strongly	Moderately	Rarely	Never

24	'Work is worship' was perhaps spoken about the job that I hold.	Very right	Quite right	Not right	Wrong	Stupid
25	Communication net work (both upward and downward) in my profession is	Very adequate	Sufficiently adequate	Slightly adequate	Inadequate	Very inadequate
26	Opportunities in my job for horizontal and longitudinal mobility, like promotion, increased responsibilities are	Very many	Many	Sufficient	Few	Nil
27	If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job	All at once	Quickly	Slowly	Reluctantly	Never
28	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc rather it produces boredom	Strongly agree	Agree	So-so	Slightly disagree	Strongly disagree
29	To my family, relatives and friends, my job appears to be	Very pleasing	Pleasing	Okay	Somewhat displeasing	Displeasing
30	All said and done, how satisfied are you with your job	Completely satisfied	Very satisfied	Moderately satisfied	Slightly satisfied	Not at all satisfied